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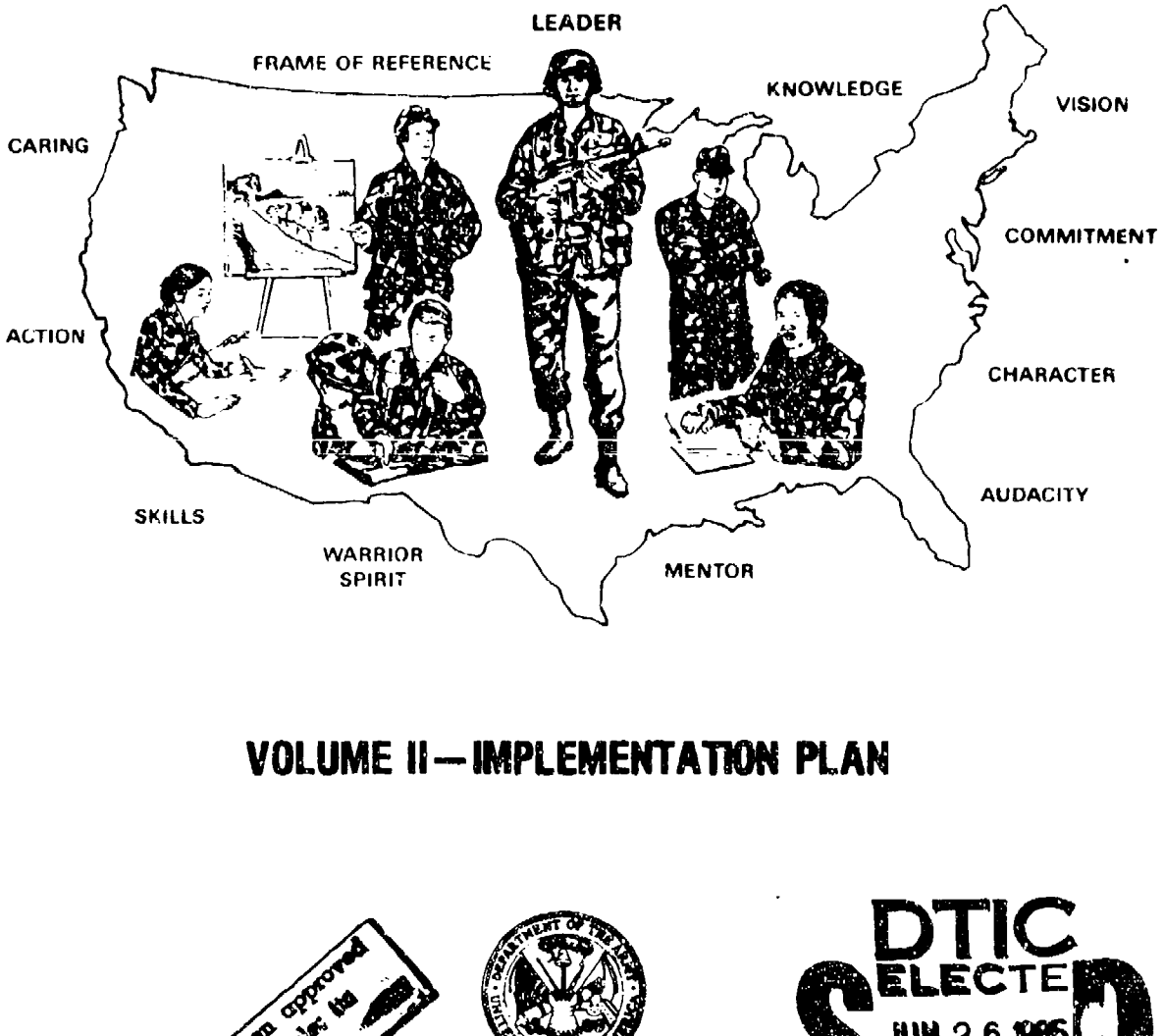
PROFESSIONAL DEVELOPMENT OF OFFICERS STUDY



VOLUME II—IMPLEMENTATION PLAN

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DEPARTMENT OF THE ARMY
OFFICE CHIEF OF STAFF
WASHINGTON

STUDY DIRECTOR: LTG CHARLES W. BAGNAL

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20. ABSTRACT (Continue on reverse side if necessary and identify by block number)

This is Volume 2: IMPLEMENTATION PLAN.

The purpose of the study was to re-examine all aspects of the officer professional develoment system as it has evolved since the 1978 Review of Education and Training for Officers (RETO) Study. This report provides an analysis of every area of officer professional development (Active and Reserve), with particular concentration on education and training out to the year 2025. The recommendations made are designed to transition the Army to a training and education strategy which will more effectively meet tomorrow's challenges. Presented in table format. Recommends:

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PROFESSIONAL DEVELOPMENT OF OFFICERS STUDY FINAL REPORT

VOLUME II

IMPLEMENTATION PLAN

PREPARED BY
A STUDY GROUP FOR THE
CHIEF OF STAFF, ARMY
HEADQUARTERS, DEPARTMENT OF THE ARMY
WASHINGTON, D.C. 20310-0200

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DISCLAIMER

The views, opinions, and/or findings contained in this report are those of the study group author(s) and should not be construed as an official Department of the Army position, policy or decision, unless so designated by other official documentation.

The words "he," "him," and "men," when used in this report represent both masculine and feminine genders unless specified otherwise.

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IMPLEMENTATION PLAN

1. PURPOSE. To provide the step-by-step procedures that will be used to implement CSA approved PDOS policy recommendation.

2. DISCUSSIONS.

a. The implementation plan includes PDOS Transition Team actions; establishment of cells on the Army Staff; the phasing plans, action plans and public affairs plans pertaining to each policy; and a system of periodic reviews to report progress to the Army Leadership.

b. Upon submission of the final report, the PDOS Study Group will reduce in size and revert to a transition team. The PDOS Transition Team will operate through March, 1985 to accomplish the following actions: ensure a full capture and inventory of all documents, electronic data bases, files and background material; coordinate with the implementing groups to determine the most useful way to catalog and transfer data to assist implementation; be available to explain in detail all recommendations, back up rationale and how the analysis was done and to what level of detail and precision. The team will be turning in equipment during the period when no longer needed and will dissolve effective 29 March 1985. The base policies with noted exception have been conceptually approved by the Chief of Staff. The detailed policies to implement the actions have been turned over to the Army Staff for analysis of the most efficient scheduling and use of resources to move toward the desired system. The Army Staff has full responsibility for implementation of detailed PDOS recommendations as they are approved to include progress reports to the CSA.

c. Resource implications included in the appendices were provided to PDOS by the Army Staff, in close coordination with the DA PA&E and COA offices. They are calculated in terms of magnitudes of cost based on the best data available at the time. These estimates will require refinement by implementing agencies as part of their normal programming.

3. IMPLEMENTATION PLANS. Three plans are appended:

a. Phasing Plan. This plan is a schematic representation of the phased implementation of the PDOS recommended system. It is designed to show the interdependence of sequential actions. It contains the related resources year by year in the following area: student manyears per year; staff and faculty manyears per year, both military and civilian; and, the total obligation authority changes in the POM per year in millions of dollars. All dollar costs (see Appendix 1) are based on the following near term analysis assumptions.

(1) Constant FY 85 dollars are used for comparative cost analysis.

(2) Congress will not alter the 20-year retirement system in the near future.

(3) End strength will remain constant during the POM years.

(4) There will be no significant gain in commissioned officer percentage of the total force end strength.

(5) Reserve Components continue to be a major element of the Total Army.

b. Action Plan. The actions required to carry out the implementation in accordance with the Phasing Plan are contained in the Action Plan. The responsible action agencies are identified therein. (see Appendix 2)

c. Public Affairs Plan. The success of the PDOS recommended system for officer professional development hinges on its adequate understanding, acceptance and support by many audiences. For this reason, the PDOS Study Group considered it essential that the implementation plan should include a long range and deliberately orchestrated public affairs plan targeted with specific messages for specific audiences. This plan, geared to the Phasing Plan, is at Appendix 3.

3 Appendixes

1. Phasing Plan
2. Action Plan
3. Public Affairs Plan

Professional Development of Officers Study

Appendix 1
Phasing Plan
to Annex E
Implementation Plan

Appendix 1 to ANNEX F
Phasing Plan

ISSUES	POLICY NUMBER	COSTS ($ Millions) FY85	FY86	FY87	FY88	FY89	FY90	FY91	FY92	FY93	FY94	FY95	FY96
Professional Values	F10-14, F20	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Decision Making	F92, F95, F96	0.0	0.1	0.3	0.7	0.7	0.7	0.8	0.8	0.8	0.8	0.8	0.8
Professional Development	J91	0.0	0.0	0.5	0.8	0.9	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Assessment	O94	0.0	0.1	0.2	0.9	2.3	1.7	1.7	1.7	1.7	1.7	1.7	1.7
MQS	J93	0.0	0.0	1.9	1.9	1.9	1.9	1.9	2.3	2.3	2.3	2.3	2.3
Mentor	O84	0.0	0.9	2.0	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2
Warrior Spirit	J80	0.0	0.6	1.7	2.3	2.3	1.9	1.9	1.9	1.9	1.9	1.9	1.9
	J81	0.0	0.0	1.6	3.2	5.7	5.7	5.2	5.2	6.2	6.2	7.2	7.2
Art & Science of War	I81-84, I11	0.0	0.0	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Common Core	J70-71	0.0	0.0	0.1	0.1	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0
CCBI	F70-90	0.3	0.2	19.6	44.4	74.4	84.4	84.4	84.4	84.4	84.4	84.4	84.4
Current NRI	J26	0.1	0.4	0.4	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Functional Education/Tng	I85-86	0.0	0.0	1.0	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8
Advanced Civil Schooling	I50-69, I80	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Women	R100-500	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Control & Coordination	O70-72	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Precommission	J01	0.0	0.0	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
	J02	0.0	0.0	0.1	0.1	0.1	0.5	0.2	0.2	0.2	0.0	0.0	0.0
	J03	0.0	0.0	0.1	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	J04	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	J05	0.0	1.2	1.2	1.2	1.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lieutenant	J10-11	0.0	0.1	0.1	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Captain	J20	0.0	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	J22	0.0	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	J23	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	I01	0.0	-3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Field Grade	I02	0.0	0.0	15.8	0.0	0.0	0.0	0.0	5.3	5.3	5.3	5.3	5.3
	I10	0.0	0.0	0.0	0.0	0.0	0.8	0.0	0.0	0.0	0.0	0.0	0.0
Colonel	S01-10	0.0	0.1	0.1	0.1	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
General	S31	0.0	1.0	1.2	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Reserve Component	I17	0.0	0.2	0.3	0.3	0.4	0.4	1.4	2.6	3.8	4.8	6.3	7.7
	S08	0.0	0.4	0.5	0.7	0.7	0.9	0.9	0.9	0.9	0.9	0.9	0.9
	I87	0.0	2.8	5.9	9.4	9.4	9.4	9.4	9.4	9.4	9.4	9.4	9.4
	I88	0.0	1.4	1.4	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Totals, Active and Reserve		0.4	6.8	56.7	76.8	111.8	121.1	120.3	127.3	129.5	130.3	132.8	134.2
Totals, Active Component Only		0.4	2.0	48.6	66.1	101.3	110.4	108.6	114.4	115.4	115.2	115.2	116.2

Appendix 1 to ANNEX E
Phasing Plan

ISSUES	POLICY NUMBER	STAFF AND FACULTY MAN YEARS - MILITARY FY85	FY86	FY87	FY88	FY89	FY90	FY91	FY92	FY93	FY94	FY95	FY96
Professional Values	F10-14, F20	0	0	0	0	0	0	0	0	0	0	0	0
Decision Making	F92, F95, F96	0	0	1	4	4	4	6	6	6	6	6	6
Professional Development	J91	0	0	2	2	2	2	2	2	2	2	2	2
Assessment	O94	0	0	2	4	4	4	4	4	4	4	4	4
MQS	J93	0	0	3	3	3	3	3	5	5	5	5	5
Mentor	O84	0	20	60	60	60	60	60	60	60	60	60	60
Warrior Spirit	J80	0	1	2	3	3	3	3	3	3	3	3	3
	J81	0	0	1	2	2	2	2	2	2	2	2	2
Art & Science of War	I81-84, I11	0	0	0	0	0	0	0	0	0	0	0	0
Common Core	J70-71	0	0	0	0	0	0	0	0	0	0	0	0
CCBI	F70-90	6	6	14	14	14	14	14	14	14	14	14	14
Current NRI	J26	1	6	6	18	18	18	18	18	18	18	18	18
Functional Education/Tng	I85-86	0	0	0	0	0	0	0	0	0	0	0	0
Advanced Civil Schooling	I50-69, I80	0	0	0	0	0	0	0	0	0	0	0	0
Women	R100-500	6	4	4	2	2	2	2	2	2	2	2	2
Control & Coordination	O70-72	3	3	3	3	3	3	3	3	3	3	3	3
Precommission	J01	0	0	0	0	0	0	0	0	0	0	0	0
	J02	0	0	0	0	0	0	0	0	0	0	0	0
	J03	0	0	0	0	0	0	0	0	0	0	0	0
	J04	0	0	0	0	0	0	0	0	0	0	0	0
	J05	0	0	0	0	0	0	0	0	0	0	0	0
Lieutenant	J10	0	0	0	0	0	0	0	0	0	0	0	0
	J11	0	0	0	0	0	0	0	0	0	0	0	0
Captain	J20	0	0	0	0	0	0	0	0	0	0	0	0
	J22	0	0	0	0	0	0	0	0	0	0	0	0
	J23	0	0	0	0	0	0	0	0	0	0	0	0
	I01	0	-53	0	0	0	0	0	0	0	0	0	0
Field Grade	I02	0	0	2	2	2	6	6	38	38	38	38	38
	I10	8	12	12	12	12	12	0	0	0	0	0	0
Colonel	S01-10	0	2	3	3	10	10	10	10	10	10	10	10
General	S31	0	2	2	2	2	2	2	2	2	2	2	2
Reserve Component	117	0	2	2	2	6	6	8	8	10	10	12	12
	S08	0	2	2	3	3	5	5	5	5	5	5	5
	187	0	0	0	0	0	0	0	0	0	0	0	0
	188	0	20	20	5	0	0	0	0	0	0	0	0
Totals, Active and Reserve		24	27	141	144	150	156	148	182	184	184	186	186
Totals, Active Component Only		24	1	117	134	141	145	135	169	169	169	169	169

Appendix 1 to ANNEX E
Phasing Plan

ISSUES	POLICY NUMBER	STAFF AND FACULTY MAN YEARS - CIVILIAN FY85	FY86	FY87	FY88	FY89	FY90	FY91	FY92	FY93	FY94	FY95	FY96
Professional Values	F10-14, F20	0	0	0	0	0	0	0	0	0	0	0	0
Decision Making	F92, F95, F96	0	0	8	14	14	14	16	16	16	16	16	16
Professional Development	J91	0	0	4	4	4	10	10	10	10	10	10	10
Assessment	094	0	2	2	25	25	25	25	25	25	25	25	25
MQS	J93	0	0	47	47	47	47	47	57	57	57	57	57
Mentor	084	0	10	20	20	20	20	20	20	20	20	20	20
Warrior Spirit	J80	0	0	0	0	0	0	0	0	0	0	0	0
	J81	0	0	0	0	0	0	0	0	0	0	0	0
Art & Science of War	I81-84, I11	0	0	0	0	0	0	0	0	0	0	0	0
Common Core	J70-71	0	0	0	0	0	0	0	0	0	0	0	0
CCBI	F70-90	2	2	7	7	7	7	7	7	7	7	7	7
Current SRI	J26	1	6	6	20	20	20	20	20	20	20	20	20
Functional Education/Tng	I85-86	0	5	5	5	5	5	5	5	5	5	5	5
Advanced Civil Schooling	I50-69, I80	0	0	0	0	0	0	0	0	0	0	0	0
Women	R100-500	1	0	0	0	0	0	0	0	0	0	0	0
Control & Coordination	070-72	1	1	1	1	1	1	1	1	1	1	1	1
Precommission	J01	0	0	1	1	1	1	0	0	0	0	0	0
	J02	0	0	0	1	1	5	5	0	0	0	0	0
	J03	0	0	0	0	0	0	0	0	0	0	0	0
	J04	0	0	0	0	0	0	0	0	0	0	0	0
	J05	0	0	0	0	0	0	0	0	0	0	0	0
Lieutenant	J10	0	0	0	0	0	0	0	0	0	0	0	0
	J11	0	0	0	0	0	0	0	0	0	0	0	0
Captain	J20	0	0	0	0	0	0	0	0	0	0	0	0
	J22	0	0	0	0	0	0	0	0	0	0	0	0
	J23	0	0	0	0	0	0	0	0	0	0	0	0
	I01	0	0	0	0	0	0	0	0	0	0	0	0
Field Grade	I02	0	0	0	0	0	0	0	15	15	15	15	15
	I10	0	0	0	0	0	0	0	0	0	0	0	0
Colonel	S01-10	0	0	0	0	4	4	4	4	4	4	4	4
General	S31	0	0	1	2	4	4	4	4	4	4	4	4
Reserve Component	I17	0	2	4	4	4	4	4	4	4	4	4	4
	S08	0	0	0	1	2	2	2	2	2	2	2	2
	I87	0	0	0	0	0	0	0	0	0	0	0	0
	I88	0	20	20	5	0	0	0	0	0	0	0	0
Totals, Active and Reserve		5	48	126	157	159	169	170	190	190	190	190	190
Totals, Active Component Only		5	26	102	147	153	163	164	184	184	184	184	184

Appendix 1 to ANNEX E
Phasing Plan

ISSUES	POLICY NUMBER	STUDENT MAN YEARS FY85	FY86	FY87	FY88	FY89	FY90	FY91	FY92	FY93	FY94	FY95	FY96
Professional Values	F10-14, F20												
Decision Making	F92, F95, F96												
Professional Development	J91												
Assessment	O94												
MQS	J93												
Mentor	O84												
Warrior Spirit	J80												
	J81	0.0	0.0	6.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Art & Science of War	I81-84, I11	0.0	0.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0
Common Core	J70-71												
CCBI	F70-90	0.0	0.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Current NRI	J26												
Functional Education/Tng	I85-86	0.0	0.0	40.0	94.0	94.0	94.0	94.0	94.0	94.0	94.0	94.0	94.0
Advanced Civil Schooling	I50-69, I80	0.0	35.0	50.0	85.0	85.0	85.0	85.0	85.0	85.0	85.0	85.0	85.0
Women	R100-500												
Control & Coordination	O70-72												
Precommission	J01												
	J02												
	J03												
	J04												
	J05												
Lieutenant	J10-11												
Captain	J20												
	J22												
	J23												
	I01		-378.0										
Field Grade	I02								240.0	240.0	240.0	240.0	240.0
	I10	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0
Colonel	S01-10	0.0	5.0	10.0	15.0	37.0	37.0	37.0	37.0	37.0	37.0	37.0	37.0
General	S31		7.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Reserve Component	I17							10.0	23.0	35.0	46.0	62.0	77.0
	S08		3.8	5.8	7.7	9.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6
	I87		54.2	96.1	144.2	114.2	144.2	144.2	144.2	144.2	144.2	144.2	144.2
	I88												
Totals, Active and Reserve		24.0	-249.0	257.9	407.9	431.8	431.8	441.8	694.8	706.8	717.8	733.8	748.8
Totals, Active Component Only		24.0	-307.0	156.0	256.0	278.0	278.0	278.0	518.0	518.0	518.0	518.0	518.0

PROFESSIONAL VALUES

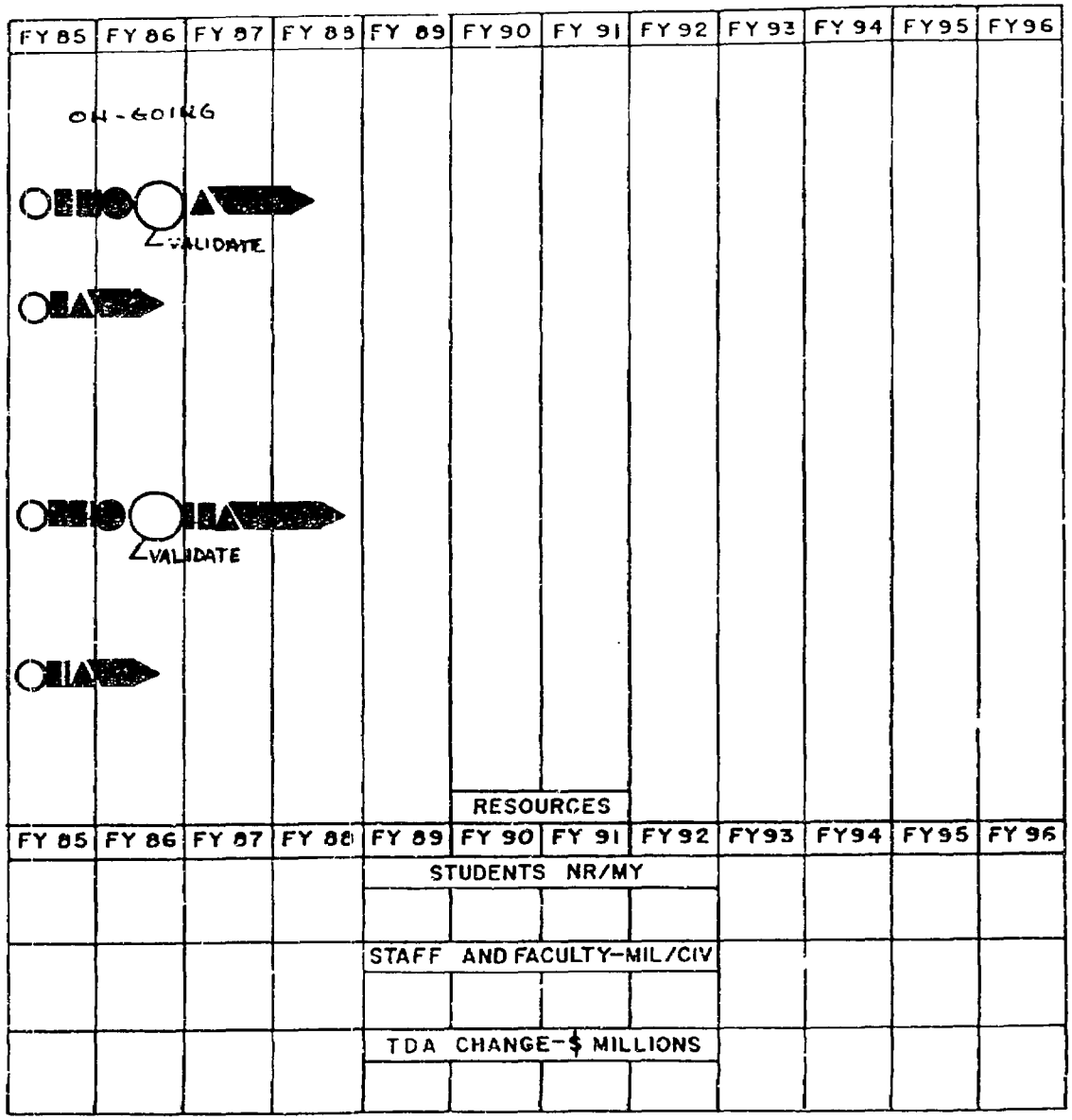
F10 ODCSPER PERIODICALLY ASSESS THE STATUS OF PROFESSIONAL VALUES/ETHICS OF THE OFFICER CORPS WITH FEEDBACK TO THE ARMY POLICY COUNCIL, ARMY CENTER FOR LEADERSHIP, AND MACOM COMMANDERS.

F11 TRADOC REQUIRE PERIODIC SEMINAR UPDATES FOR GENERAL OFFICERS ON METHODS TO ASSIST SUBORDINATES IN ADOPTING ARMY VALUES AND APPLYING THEM IN THEIR LIVES.

F12 OCSA REQUIRE SENIOR OFFICERS TO SPEAK OUT FREQUENTLY AND FORCEFULLY ON HOW VALUE SYSTEMS FORM THE BASIS FOR SOLDIER MOTIVATION AND CARE.

F13 TRADOC INTEGRATE, INTO EVERY MAJOR BLOCK OF INSTRUCTION IN ALL SERVICE SCHOOLS, DISCUSSIONS ON THE PROFESSIONAL VALUES AND ETHICAL CONSIDERATIONS ASSOCIATED WITH THE APPLICATION OF THAT INSTRUCTION IN REAL LIFE SITUATIONS; PROVIDE APPROPRIATE MATERIALS TO COMMANDERS FOR USE IN INTEGRATING VALUES IN UNIT PROFESSIONAL DEVELOPMENT ACTIVITIES.

F14 OCSA REQUIRE THE OER SUPPORT FORM BE INITIATED AND COMPLETED WITHIN THE FIRST 30 DAYS OF THE OFFICER RATING PERIOD AS THE BEGINNING POINT OF INSURING A SHARED PROFESSIONAL VALUE SYSTEM WITHIN THE ORGANIZATION.

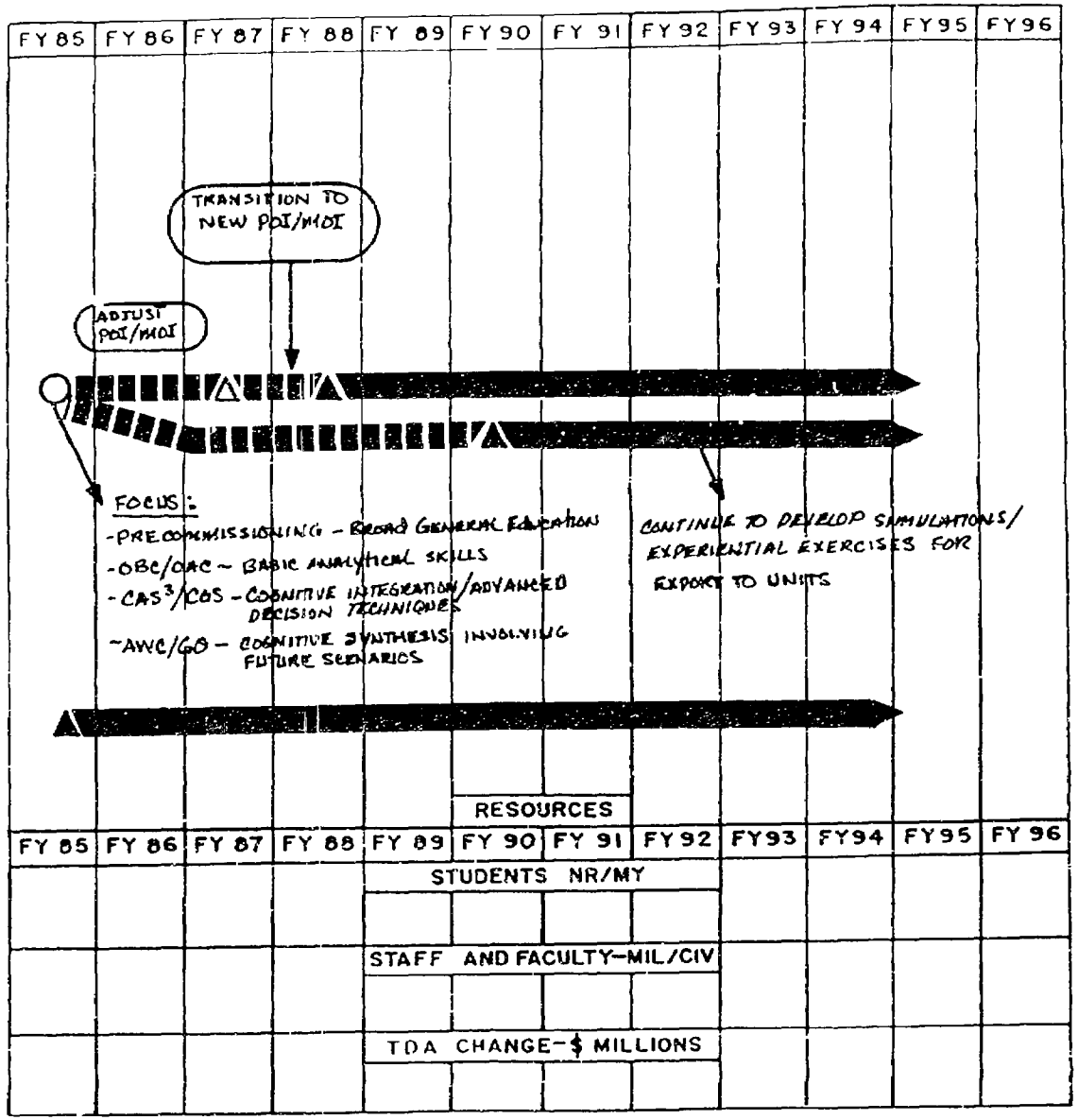


F95

DECISION MAKING

TRADOC REINFORCES AND DEVELOP OFFICERS DECISION SKILLS AT ALL LEVELS OF THE SCHOOLHOUSE AND THE UNIT/ORGANIZATION THROUGH FREQUENT USE OF SIMULATIONS, EXPERIENTIAL EXERCISES AND SMALL GROUP MODALITIES.

COMMANDERS AT ALL LEVELS DEVELOP SUBORDINATE DECISION SKILLS EXPERIENTIALLY THROUGH FREQUENT USE OF SIMULATIONS, TERRAIN WALKS, TEWTS, EXPERIENTIAL EXERCISES, FREQUENT DISCUSSIONS DESIGNED TO CONVEY THE COMMANDER'S INTENT, "THINK" SESSIONS, FOOTLOCKER COUNSELING, ETC.



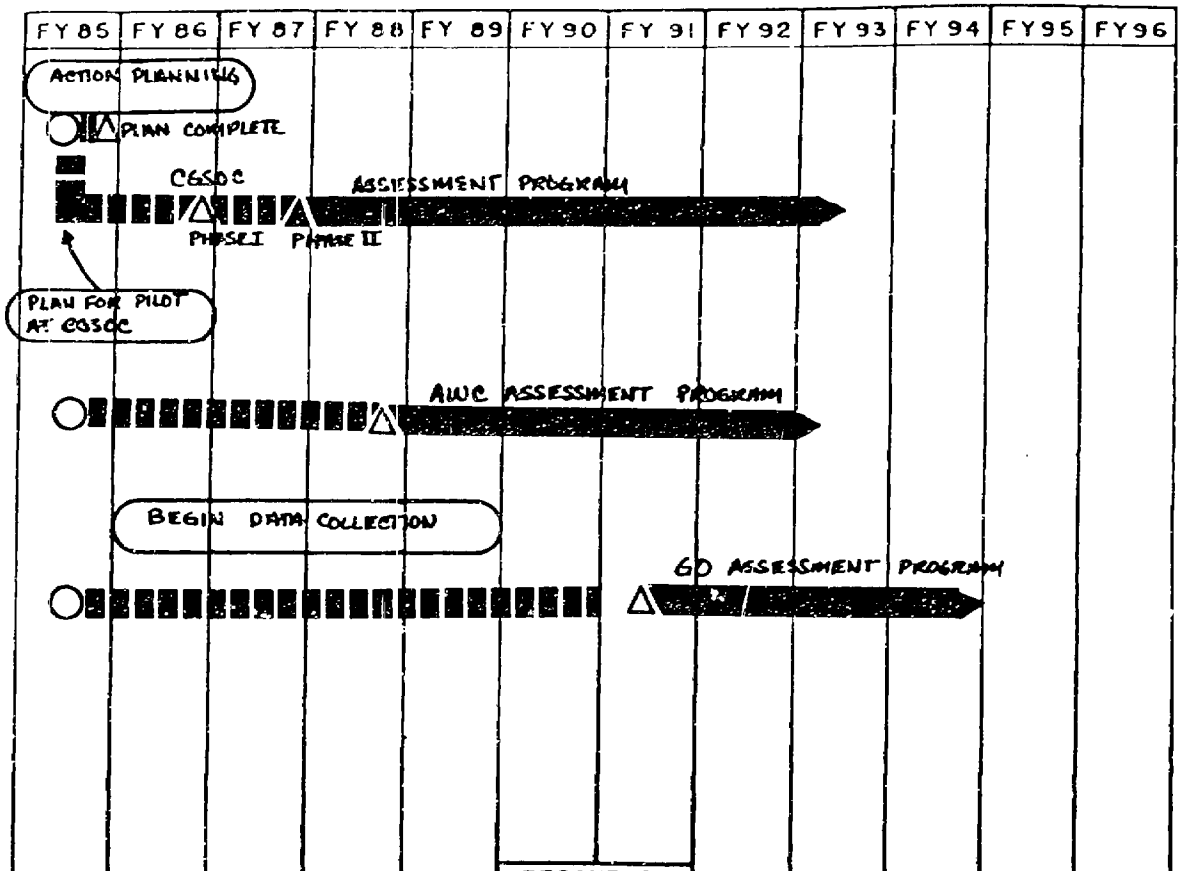
NOTE: COSTS INCLUDED IN POLICY 084

F96 ODCSPER DESIGN A PHASED PLAN TO ASSIST IN DEVELOPING/USING PROFESSIONAL EXECUTIVE ABILITY AND DECISION SKILLS IN THE ARMY. THE PLAN WILL PROVIDE FOR:

A. CGSC--ASSISTED SELF ASSESSMENT FOR PROFESSIONAL DEVELOPMENT. PROVIDE THE OFFICER A PROFILE OF KNOWLEDGE, SKILLS, VALUES, TEMPERAMENT, AND DECISION STYLE TO ASSIST IN OWN PROFESSIONAL GROWTH.

B. AWC--AN IN-DEPTH ASSESSMENT FOR PROFESSIONAL DEVELOPMENT USING ASSESSMENT INSTRUMENTS AND SIMULATIONS TO PROVIDE THE OFFICER AN UPDATED PROFILE, A CHECK ON PROFESSIONAL GROWTH, AND EVENTUALLY ASSIST IN STRUCTURING A DEVELOPMENT PROGRAM FOR FUTURE ASSIGNMENTS.

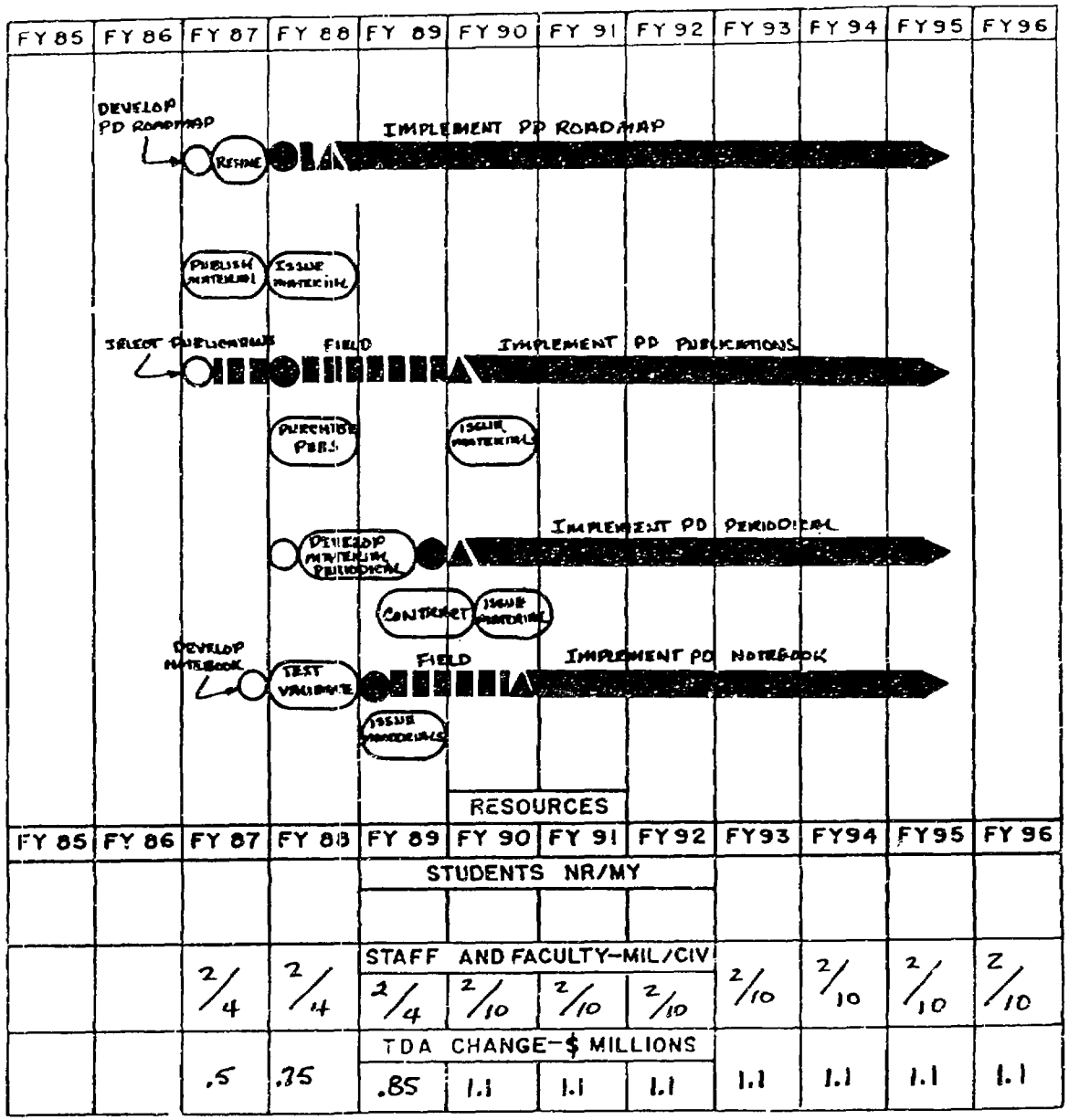
C. UPON SELECTION TO GO--EVALUATE AND COMPILE DATA TO BUILD AND PROVIDE COMPLETED PROFILES (EXPERIENTIAL, DUTY PERFORMANCE, PROFESSIONAL STRENGTHS) OF THE INDIVIDUAL FOR POSSIBLE USE IN ASSIGNMENT AND SYSTEMATIC TRANSITION TRAINING PRIOR TO ASSIGNMENT.



PROFESSIONAL DEVELOPMENT (PD)

J91

- o DEVELOP AND PUBLISH A PD ROADMAP.
  - oo ROLE OF SCHOOL, UNIT, ORGANIZATION AND THE INDIVIDUAL.
  - oo BRANCH AND FUNCTIONAL AREA DEVELOPMENT.
  - oo DESCRIBE MOS.
  - oo PROFESSIONAL PUBLICATION.
- o PROFESSIONAL PUBLICATIONS
  - oo MAIL TO EACH OFFICER - FREE.
- o DEVELOP NEW PD PERIODICAL.
- o DEVELOP PD NOTEBOOK.
  - oo SELF-ASSESSMENT.
  - oo VALIDATION OF MOS TASKS.
  - oo RATER/MENTOR'S COMMENTS.



ASSESSMENT

094 DEVELOP, VALIDATE AND IMPLEMENT AN INDIVIDUAL ASSESSMENT PROGRAM FOR ALL OFFICERS AND CADETS TO PROVIDE FEEDBACK FOR PROFESSIONAL DEVELOPMENT.

DESIGNATE ODCSPER INDIVIDUAL ASSESSMENT PROGRAM COORDINATOR.

DEVELOP MISSION AND SCOPE OF INDIVIDUAL ASSESSMENT PROGRAM.

ESTABLISH ASSESSMENT CELLS AND CONTROL CENTER(S).

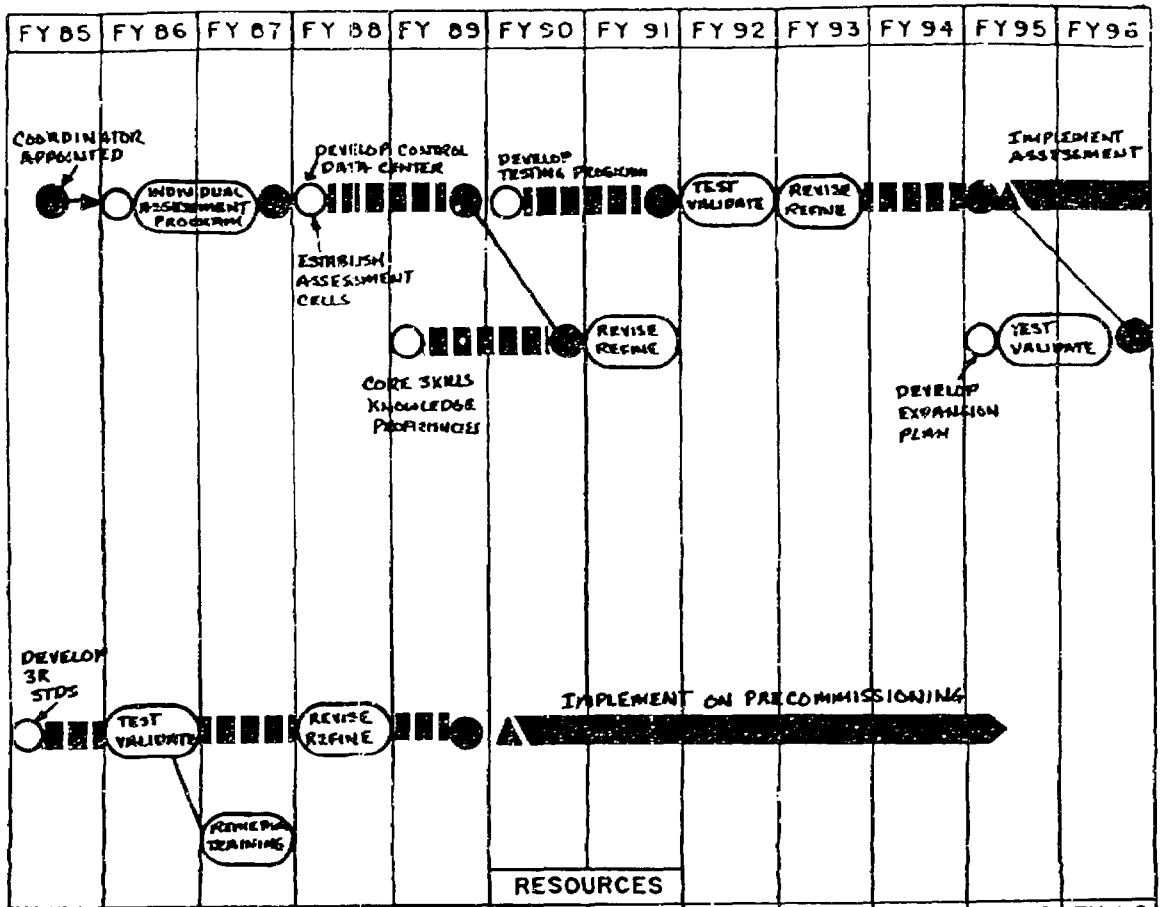
ESTABLISH ASSESSMENT CONTROL DATA CENTERS.

DEVELOP INDIVIDUAL TESTING PROGRAM.

VALIDATE AND REVISE ASSESSMENT CATEGORIES.

DEVELOP "CORE" SKILLS, KNOWLEDGE AND PROFICIENCIES.

DEVELOP AND IMPLEMENT REMEDIAL TRAINING PROGRAM AND TIE TO 3Rs, COMPUTER LITERACY AND FOREIGN LANGUAGE (SEE POLICY J01).



MILITARY QUALIFICATION STANDARDS (MQS)

[illegible]

o CONTINUE FIELDING/IMPLEMENTATION OF MQS I, II, AND III.

MQS I (PRE-COMMISSIONING)

MQS II (LIEUTENANT)

MQS III (CAPTAIN)

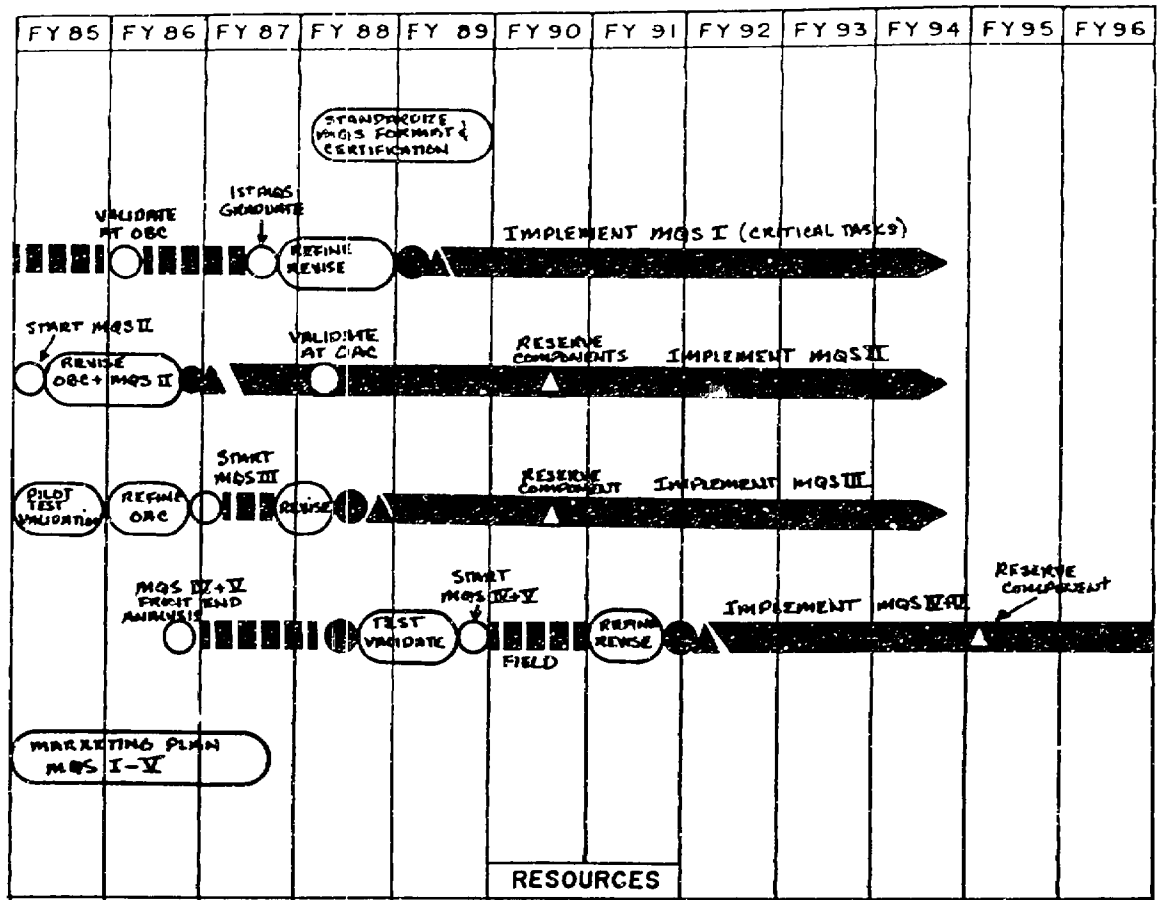
o EXPAND MQS TO FIELD GRADES.

MQS IV (MAJOR)

MQS V (LIEUTENANT COLONEL)

o RESERVE COMPONENT MQS FOCUS ON MOBILIZATION DUTY POSITIONS.

o DEVELOP MQS MARKETING PLAN AND INSTITUTE INSTRUCTION ON MQS SYSTEM THROUGHOUT EACH TRADOC SCHOOL.



084 COMMIT TO A LONG-TERM SCHOOLHOUSE STRATEGY WHICH:

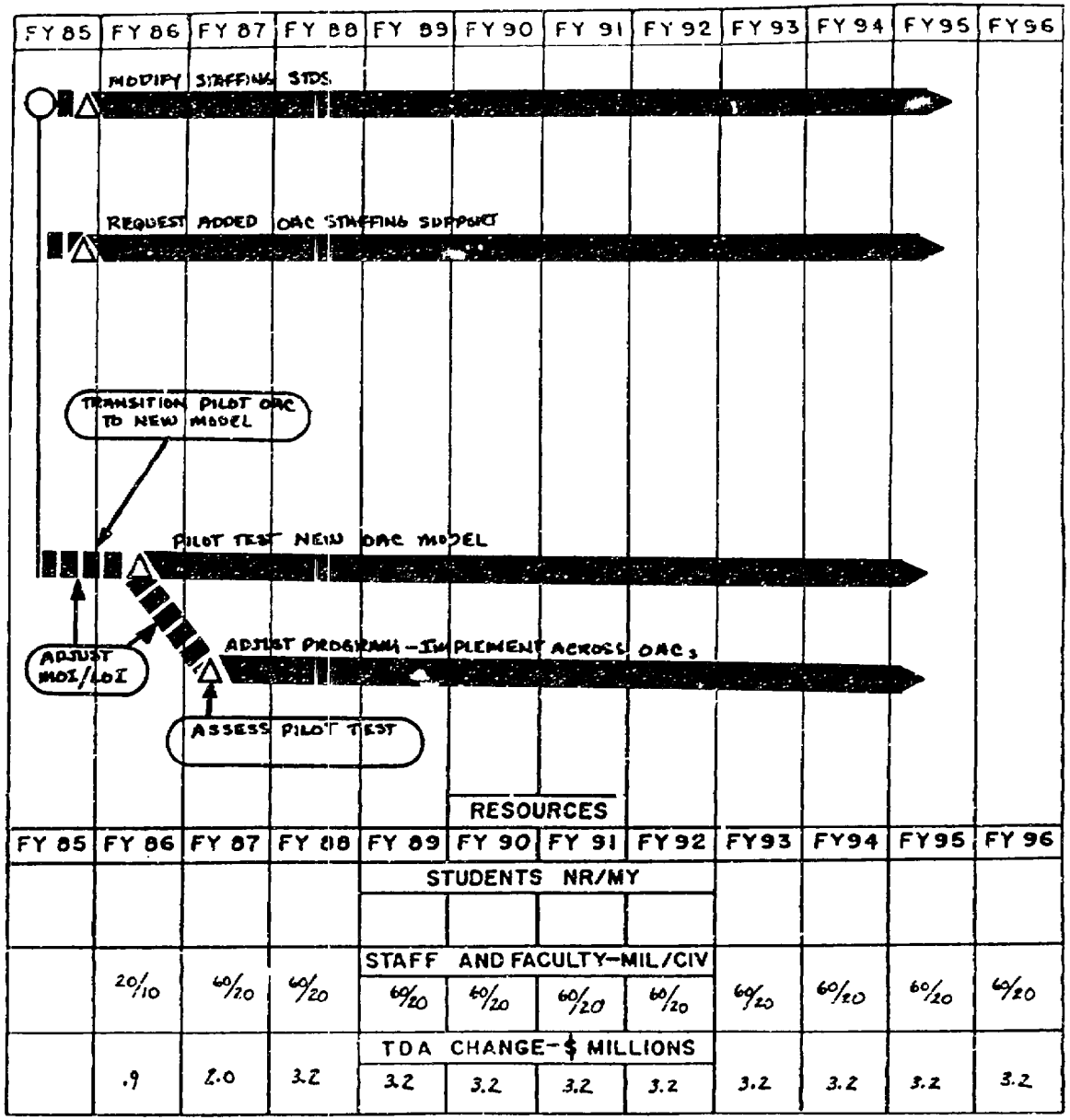
A. REDEFINES THE ROLE OF THE INSTRUCTOR SO THAT HE SERVES AS "MENTOR" TO STUDENTS--I.E., FUNCTIONS AS SMALL GROUP LEADER, TEACHER, ROLE MODEL DOCTRINE WRITER, COURSE AND COURSEWARE DEVELOPER FOR ONLY ONE SMALL STUDENT GROUP AT A TIME.

B. MODIFIES STAFFING GUIDES TO ACCOMODATE THE BROADENED ROLE OF FACULTY MENTOR.

C. DEVELOPS A PILOT PLAN TO GRADUALLY TRANSITION CURRENT OAC'S TO A "FACUTLY AS MENTOR" MODEL.

D. TRADOC CREATE A LIMITED NUMBER (NOTIONALLY 25) OF EXTENDED TOUR SENIOR FACULTY MENTOR POSITIONS AT SERVICE SCHOOLS.

(NOTE: STAFF AND FACULTY RAMP UP INCLUDES PERSONNEL FOR COURSEWARE DEVELOPMENT PLUS OAC SEMINARS GROUP MENTORING, RESOUCES WITH POLICY F95 ARE ALSO INCLUDED)



WARRIOR SPIRIT

J8D DEVELOP A PRE-COMMISSIONING WARRIOR SPIRIT PROGRAM.

o CONTINUE PHYSICALLY CHALLENGING TRAINING EXPERIENCES.

o EXAMINE THE FEASIBILITY OF ALLOWING AIRBORNE AND/OR AIR ASSULT TRAINING FOR ALL CADETS WHO VOLUNTEER AND QUALIFY FOR ENTRY.

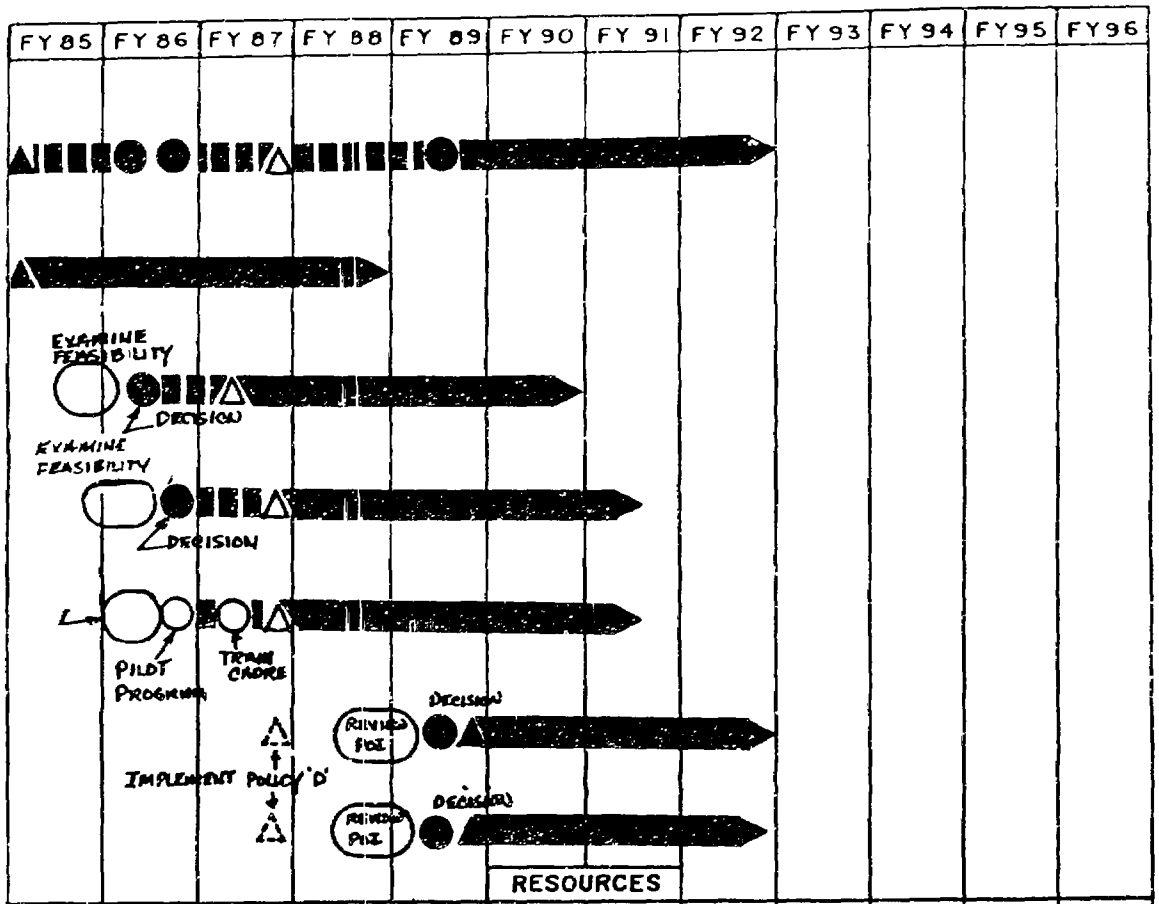
o EXAMINE FEASIBILITY OF IMPLEMENTING OTHER CHALLENGING AND STRESSFUL TRAINING EXPERIENCES DURING PRE-COMMISSIONING PROGRAMS.

o DEVELOP AND IMPLEMENT A COMMOM BLOCK OF INSTRUCTION FOR ALL PRE-COMMISSIONING PROGRAMS WHICH DEFINES AND EMPHASIZES THE WARRIOR SPIRIT CONCEPT.

o REVIEW ROTC POI (INCLUDING BASIC AND ADVANCED SUMMER CAMPS) TO ENSURE THAT TRAINING REINFORCES WARRIOR SPIRIT CHARACTERISTICS.

o REVIEW USMA AND OCS POIS TO ENSURE THAT TRAINING REINFORCES WARRIOR SPIRIT CHARACTERISTICS.

* THIS STUDENT LOAD DOES NOT RESULT IN A STUDENT MANYEAR INCREASE BECAUSE THESE STUDENTS ARE CADETS, NOT OFFICERS. INCREASES IN THE STUDENT TRAINING LOAD, IN TDY AND EQUIPMENT COSTS, AND IN INSTRUCTORS, ARE ALL ACCOUNTED FOR IN THE APPROPRIATE LINES UNDER "RESOURCES."

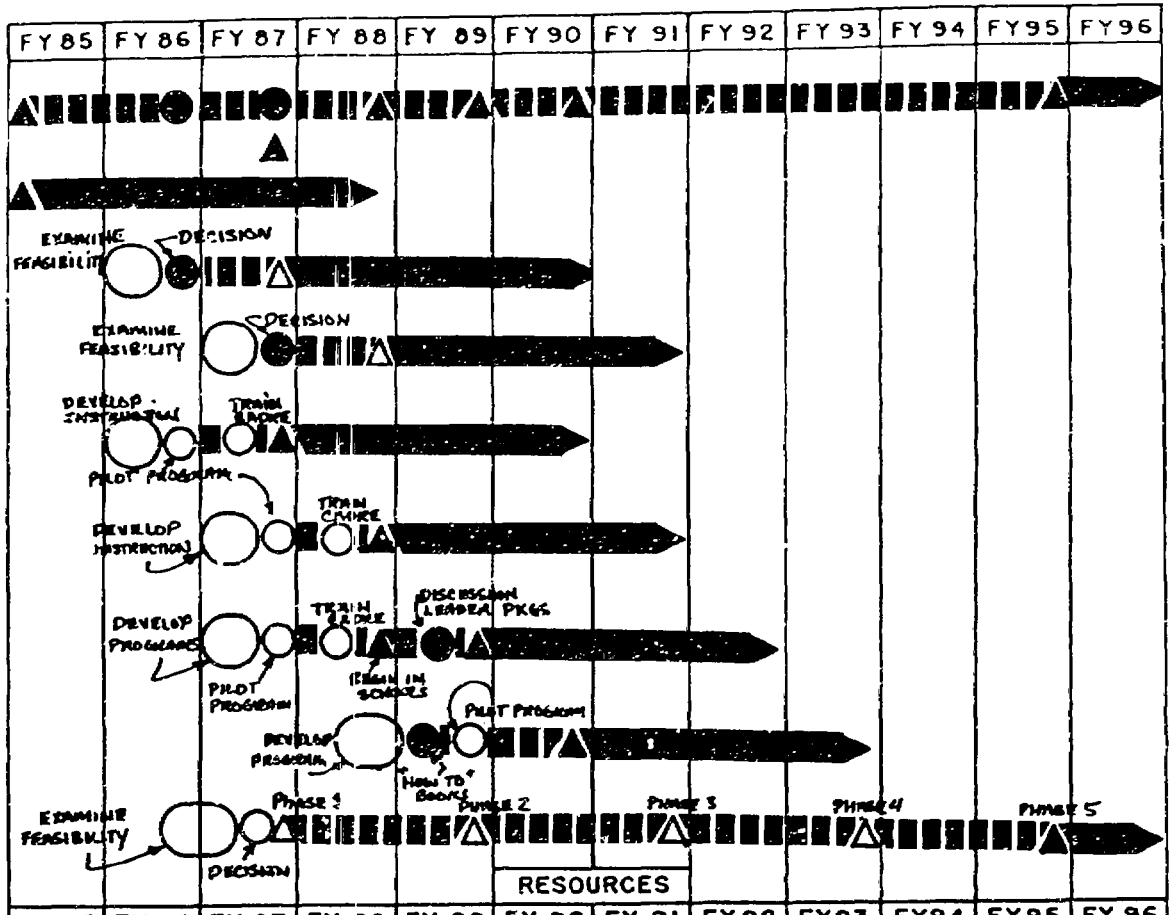


FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY93	FY94	FY95	FY 96
				STUDENTS NR/MY							
	100/0*	200/0*	300/0*	300/0*	300/0*	300/0*	300/0*	300/0*	300/0*	300/0*	300/0*
				STAFF AND FACULTY–MIL/CIV							
	1/0	2/0	3/0	3/0	3/0	3/0	3/0	3/0	3/0	3/0	3/0
				TDA CHANGE–$ MILLIONS							
	.6	1.7	2.3	2.3	1.9	1.9	1.9	1.9	1.9	1.9	1.9

WARRIOR SPIRIT

JP1 REINFORCE THE WARRIOR SPIRIT THROUGHOUT EACH OFFICER'S CAREER.

- o CONTINUE SEMI-ANNUAL PHYSICAL TESTING.
- o EXAMINE THE FEASIBILITY OF PERMITTING ALL OFFICERS WHO VOLUNTEER AND QUALIFY FOR AIRBORNE, AIR ASSAULT, AND/OR RANGER TO ATTEND.
- o EXAMINE THE FEASIBILITY OF IMPLEMENTING CHALLENGING AND STRESSFUL TRAINING EXPERIENCES DURING THE RESIDENT PORTIONS OF EACH SCHOOL EXPERIENCE (OBC, OAC, CGSOC, SSC).
- o ENSURE THE PROFESSIONAL DEVELOPMENT READING PROGRAM (E.G., NOS) CONTAINS READINGS ON THE WARRIOR SPIRIT AND THE "THREAT."
- o DEVELOP AND IMPLEMENT BLOCKS OF INSTRUCTION AND READINGS ON THE WARRIOR SPIRIT IN ALL SCHOOLS (OBC, OAC, CGSOC, SSC).
- o ENSURE THAT SEMINARS AND LECTURES HIGHLIGHTING WARRIOR SPIRIT ARE INCLUDED IN SCHOOL AND UNIT/ORGANIZATIONAL PROFESSIONAL DEVELOPMENT PROGRAMS.
- o BUILD AND REINFORCE INDIVIDUAL CONFIDENCE AND COMPETENCE DURING EACH SCHOOL EXPERIENCE THROUGH STUDY AND PRACTICAL EXERCISES INVOLVING BASIC TACTICS, CURRENT DOCTRINE, AND WEAPONS EMPLOYMENT.
- o EXAMINE FEASIBILITY OF IMPLEMENTING ANNUAL WEAPONS QUALIFICATION FIRING (WITH AT LEAST A RIFLE OR PISTOL, PREFERABLY BOTH) FOR ALL OFFICERS.

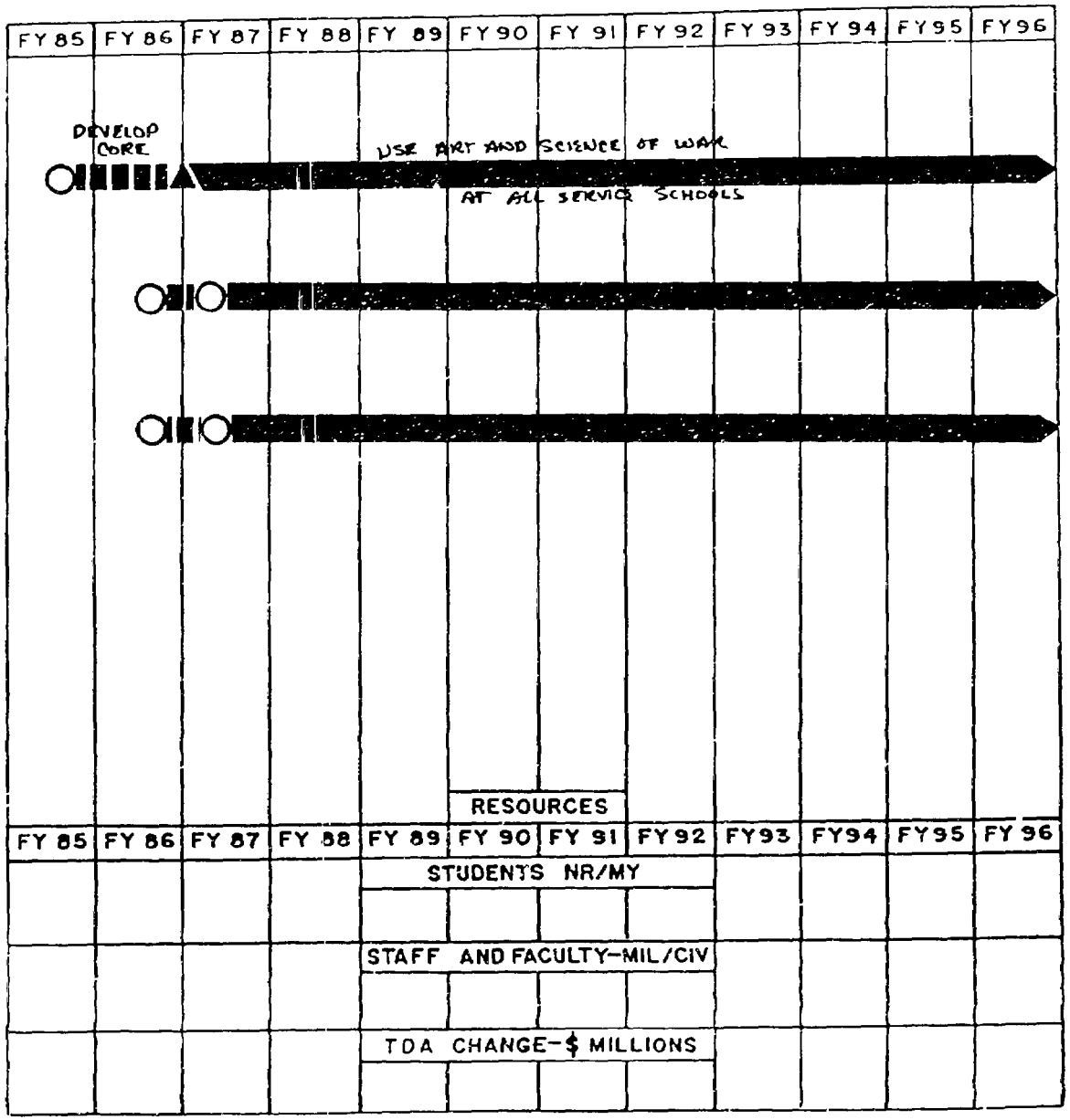


ART AND SCIENCE OF WAR COMMON CORE

I81
DEVELOP CORE.

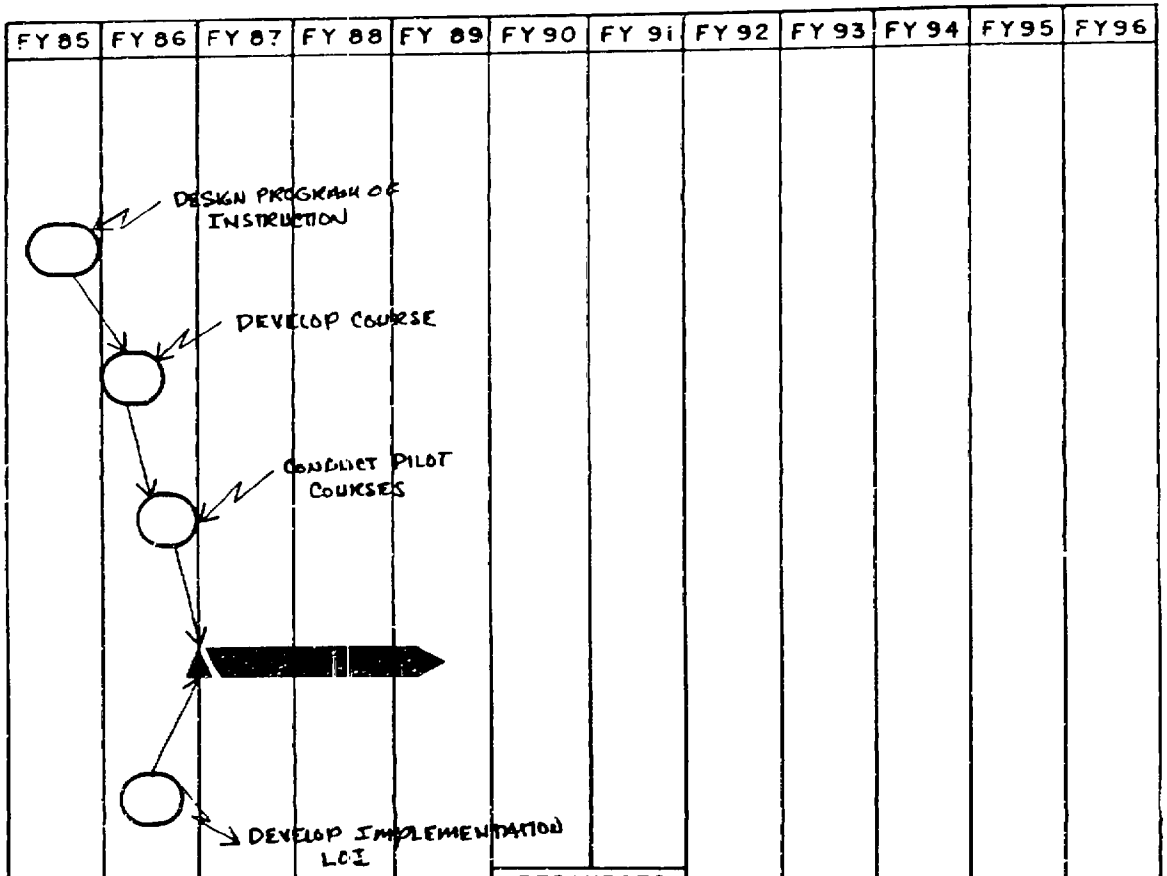
I83
UNIT SEMINARS.

I84
SCHOOL SEMINARS.



111

BRANCH REFRESHER TRAINING AVAILABLE FOR FIELD GRADE OFFICERS.



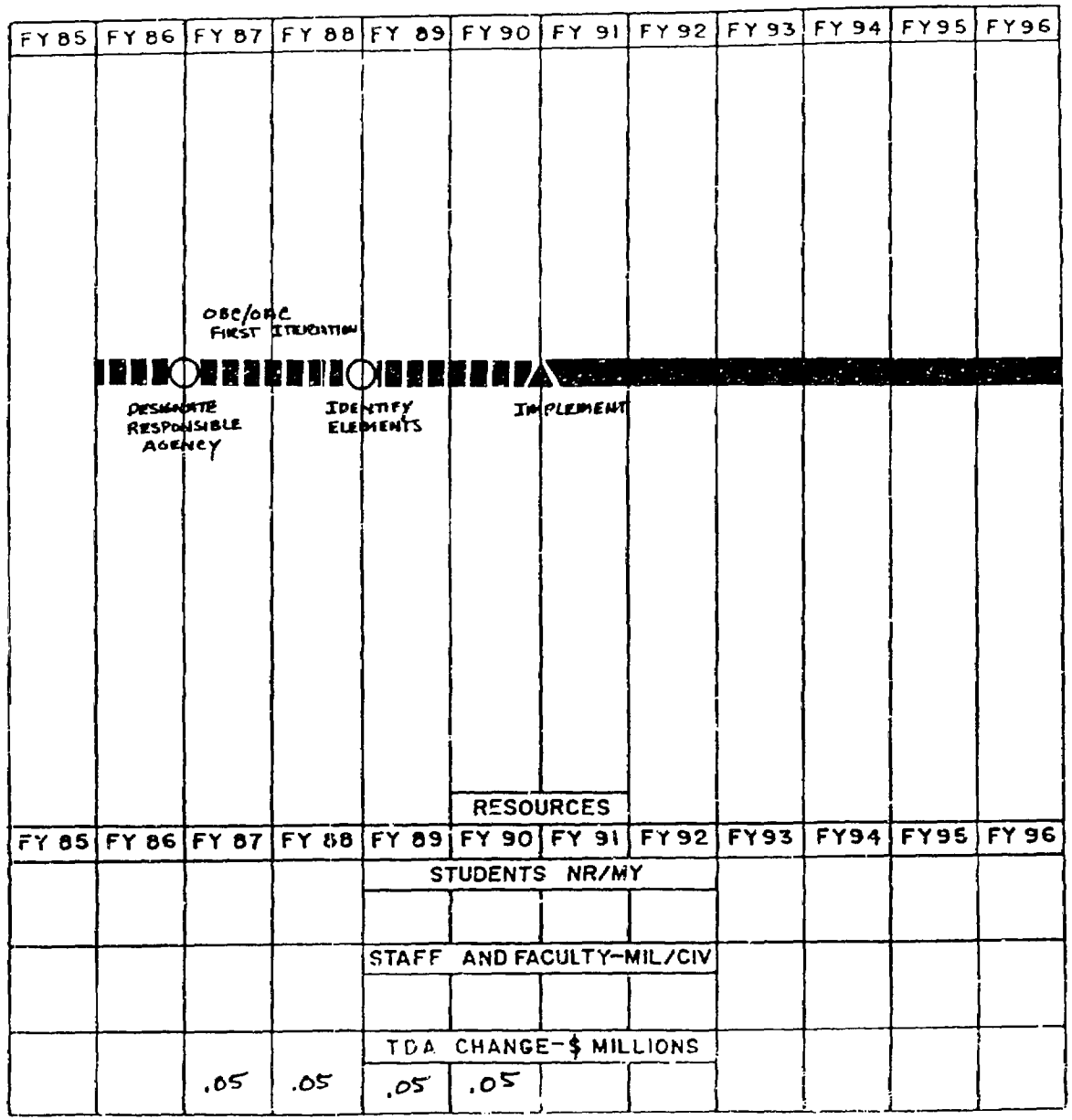
FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
				STUDENTS NR/MY							
		13	13	13	13	13	13	13	13	13	13
				STAFF AND FACULTY-MIL/CIV							
				TDA CHANGE-$ MILLIONS							
		.4	.4	.4	.4	.4	.4	.4	.4	.4	.4

COMMON CORE

J70
DEVELOP/DEFINE CONTENTS OF COMMON CORE IDENTIFYING THOSE ATTRIBUTES, SKILLS, KNOWLEDGE AND PROFICIENCIES WHICH PROVIDE FOR WHAT AN OFFICER MUST BE, SHOULD KNOW, AND SHOULD BE ABLE TO DO ACROSS ALL DEVELOPMENT LEVELS.

DESIGN COMMON CORE SO THAT IT INCORPORATES THE FUNDAMENTAL PRINCIPLES OF OFFICER PROFESSIONAL DEVELOPMENT.

J71
INCORPORATE COMMON CORE CURRICULUM IN ALL LEVELS OF SCHOOLING FROM PRE-COMMISSIONING THROUGH SSC.



Policy F70:

(1) Direct TRADOC to accelerate the introduction and use of computer-communication based instruction (CCBI) technologies, as indicated for Development Periods 1-6, into military schools initially, then into units/organizations and ultimately for use by individual officers. The aim is to use these technologies in the school setting first in order to:

(a) Capitalize on the educational advantages of emerging technologies.

(b) Make officers comfortable with routine use of electronic technologies.

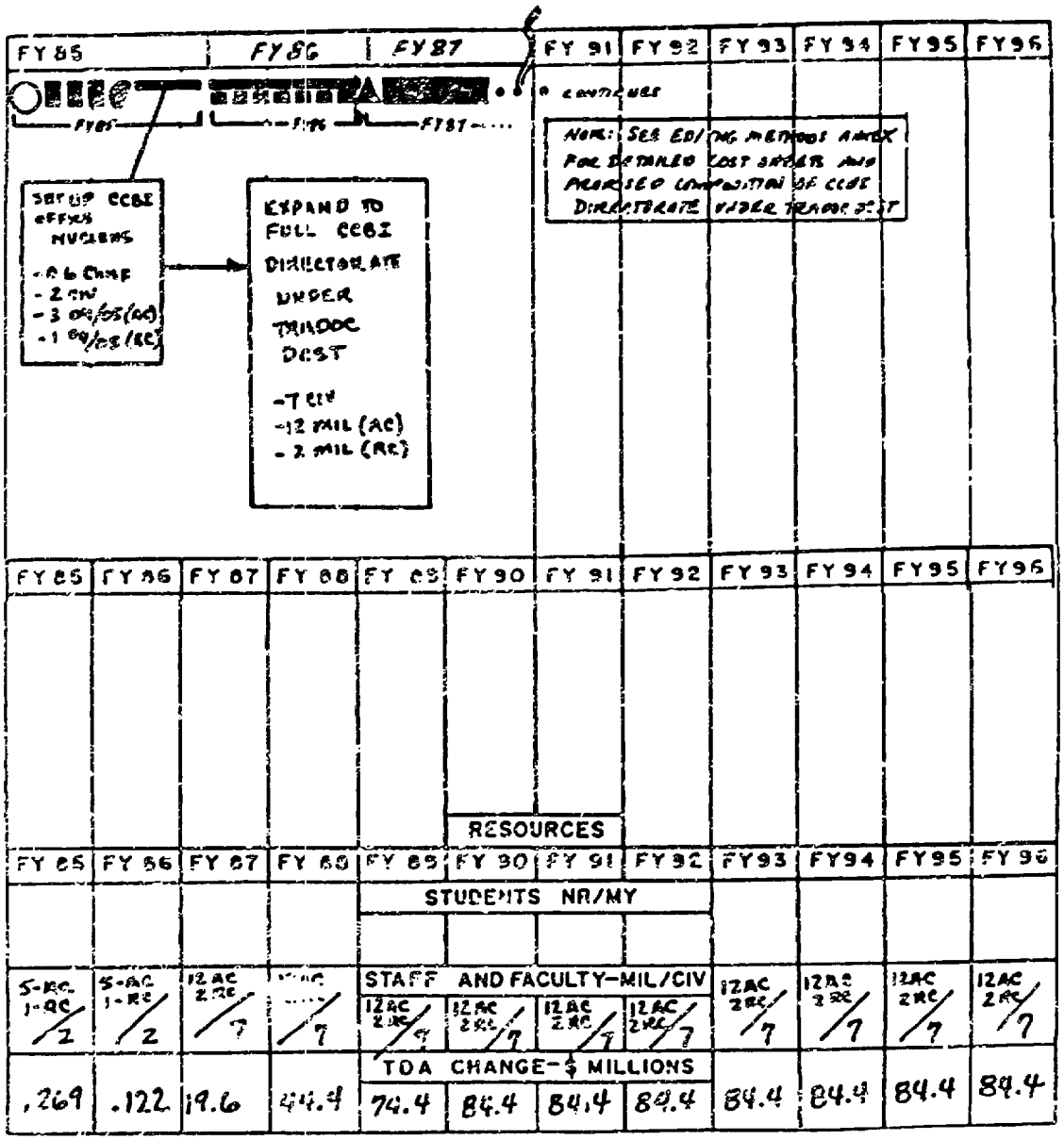
(c) Develop officer decision making skills which carry over into operational applications.

(d) Accelerate the introduction and the development of decision making aids in the Army with the overall aim of increasing the tempo of prudent, sound decision making under the stresses of combat.

(2) Recommend TRADOC consider adding a new CCBI Directorate under the TRADOC Deputy Chief of Staff for Training and locating it at the Soldiers' Support Center (SSC).

Policy F71:

HQDA approve the resource augmentation necessary to accomplish Policy F70. An estimate of the resource requirements is provided with the provisions for further analysis of cost estimates and overlap with parallel computer technology initiatives; see Policy F77, below.



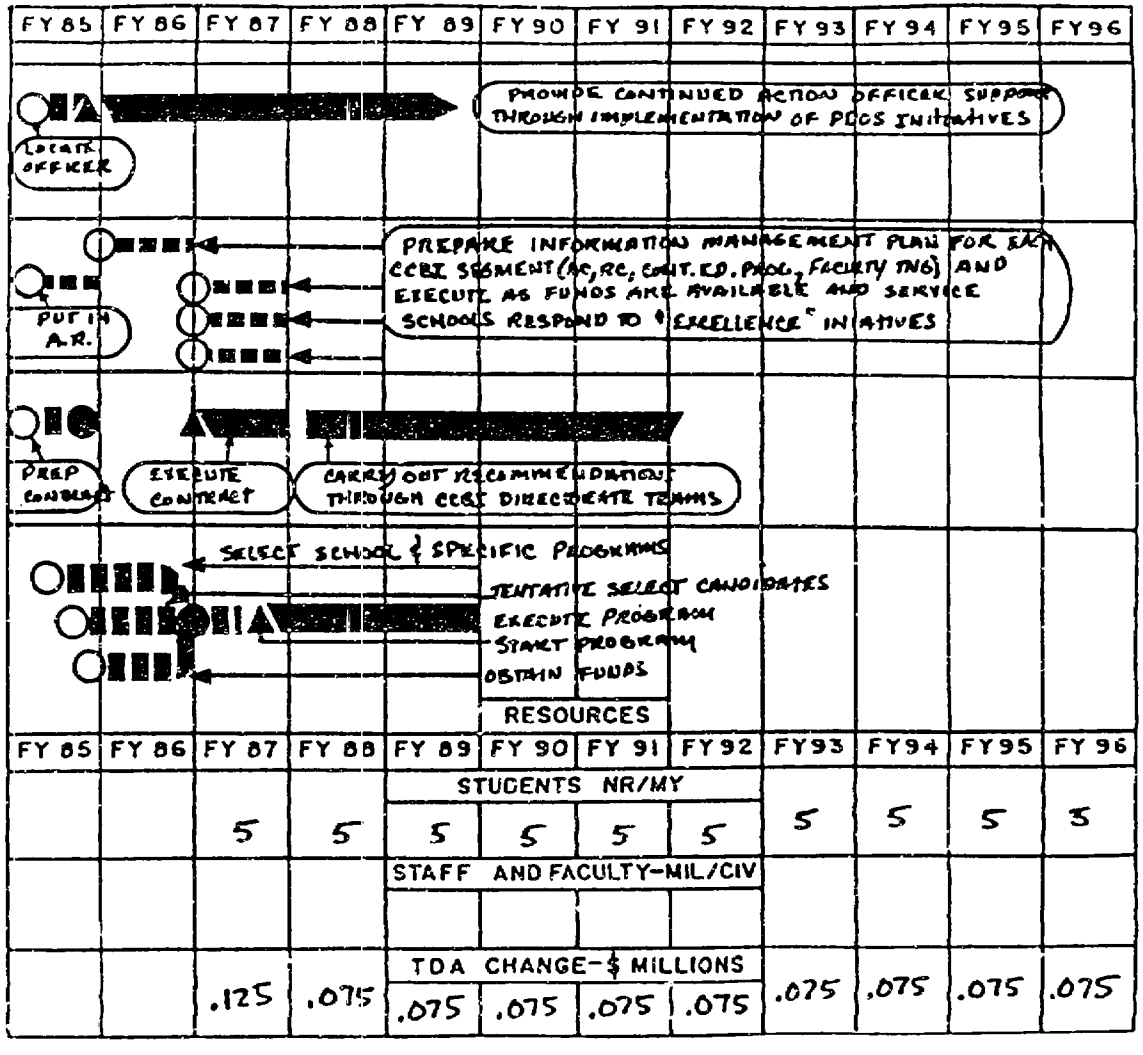
(POLICIES F70-F71 CONTINUED DETAILED COST BREAKOUT)	FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
PEOPLE	5-O(AC) 1-O(RC) 0-C	5-O(AC) 1-O(RC) 2-C	12-O(AC) 2-O(RC) 7-C	12-O(AC) 2-O(RC) 7-C	12-O(AC) 2-O(RC) 7-C	12-O(AC) 2-O(RC) 7-C	12-O(AC) 2-O(RC) 7-C	12-O(AC) 2-O(RC) 7-C	12-O(AC) 2-O(RC) 7-C	12-O(AC) 2-O(RC) 7-C	12-O(AC) 2-O(RC) 7-C	12-O(AC) 2-O(RC) 7-C
(A) CCBI DIRECTORATE OFFICE COSTS												
DOLLARS	0.197	0.122	0.344	0.319	0.319	0.319	0.344	0.319	0.319	0.319	0.344	0.319
(B) USER COSTS (CCBI FOR AC)			5.0	15.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0
(C) USER COSTS (CCBI FOR RC)				5.0	15.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0
(D) USER COSTS (CCBI FOR CONTINUED EDUCATION PROGRAMS)			5.0	15.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0
(E) USER COSTS (CCBI FOR FACULTY TNG)			2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
TOTAL A-E COSTS FOR CCBI DIRECTORATE + USERS	0.197	0.122	12.344	37.319	67.319	77.319	77.344	77.319	77.319	77.319	77.344	77.319
F70 SUPPORTING POLICY COSTS F71,72,73,74,75,76,77,78 79,84,85,86,87,88,89,90.	0.072		2.300	2.075	2.075	2.075	2.075	2.075	2.075	2.075	2.075	2.075
TOTAL CCBI DIR COSTS, USER COSTS AND SUPPORTING POLICY COSTS	0.269	0.122	14.644	39.394	69.394	79.394	79.419	79.394	79.394	79.394	79.419	79.394
F74 AMC COST FOR CAI ON OPERATIONAL SYSTEMS			5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
						RESOURCES						
	FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
					STUDENTS - NR/MY							
					STAFF AND FACULTY - MIL/CIV							
					TDA CHANGE - $ MILLIONS							
TOTAL COSTS	0.269	0.122	19.644	44.394	74.394	84.394	84.419	84.394	84.394	84.394	84.419	84.394

F72 AUGMENT ODCSOPS. TRAINING WITH ONE OFFICER SPACE TO MONITOR THE CCBI EXPANSION PROGRAM AND EFFECT THE NECESSARY COORDINATION WITH OACSIM AND OCSA (US ARMY FORUM).

F73 DIRECT ODCSOPS TO COORDINATE WITH OACSIM TO ARRANGE THE NECESSARY ACQUISITION AND PROCUREMENT AUTHORITY FOR THE CCBI DIRECTORATE UNDER THE PROVISIONS OF THE NEW AR 25-5 WHICH REPLACES AR 18-1 ON MATTERS PERTAINING TO INFORMATION MANAGEMENT AND COMPUTER ACQUISITION AND PROCUREMENT.

F74 1. DIRECT ODCSPER TO INVESTIGATE THE POTENTIAL IMPACT ON OFFICERS' FAMILIES AND THE FAMILY ENVIRONMENT OF THE WIDESPREAD USE BY ALL FAMILY MEMBERS OF COMPUTER TECHNOLOGY IN THE HOME SETTING.
2. DISCUSSION: THE WIDESPREAD USE OF COMPUTERS IN THE HOME IS LIKELY TO ALTER WORK HABITS AND SCHEDULES. A CONCERTED EFFORT SHOULD BE MADE TO RESPONSIBLY ABSORB THE NEGATIVE IMPACT OF CCBI WHICH INDIVIDUALS MAY EXPERIENCE IN BOTH THE WORK AND THE HOME SETTINGS.

F75 1. SEND FIVE MAJORS TO OBTAIN POSTMASTERS LEVEL EDUCATION IN PROGRAMS TAILORED TO PROVIDE THE ARMY WITH EXPERTISE IN THE FIELD OF INTELLIGENCE EDUCATIONS SYSTEMS.
2. DISPERSE THESE ASSETS TO OACSIM, TRADOC (E.G., TO THE CCBI DIRECTORATE) AND THE ARMY RESEARCH INSTITUTE.
3. DISCUSSION. THIS POLICY IS STRONGLY SUPPORTED BY OPMS STUDY GROUP'S RECOMMENDATION TO CONSIDER ADVANCED CIVIL SCHOOLING REQUIREMENTS FOR ANTICIPATED FUTURE NEEDS.

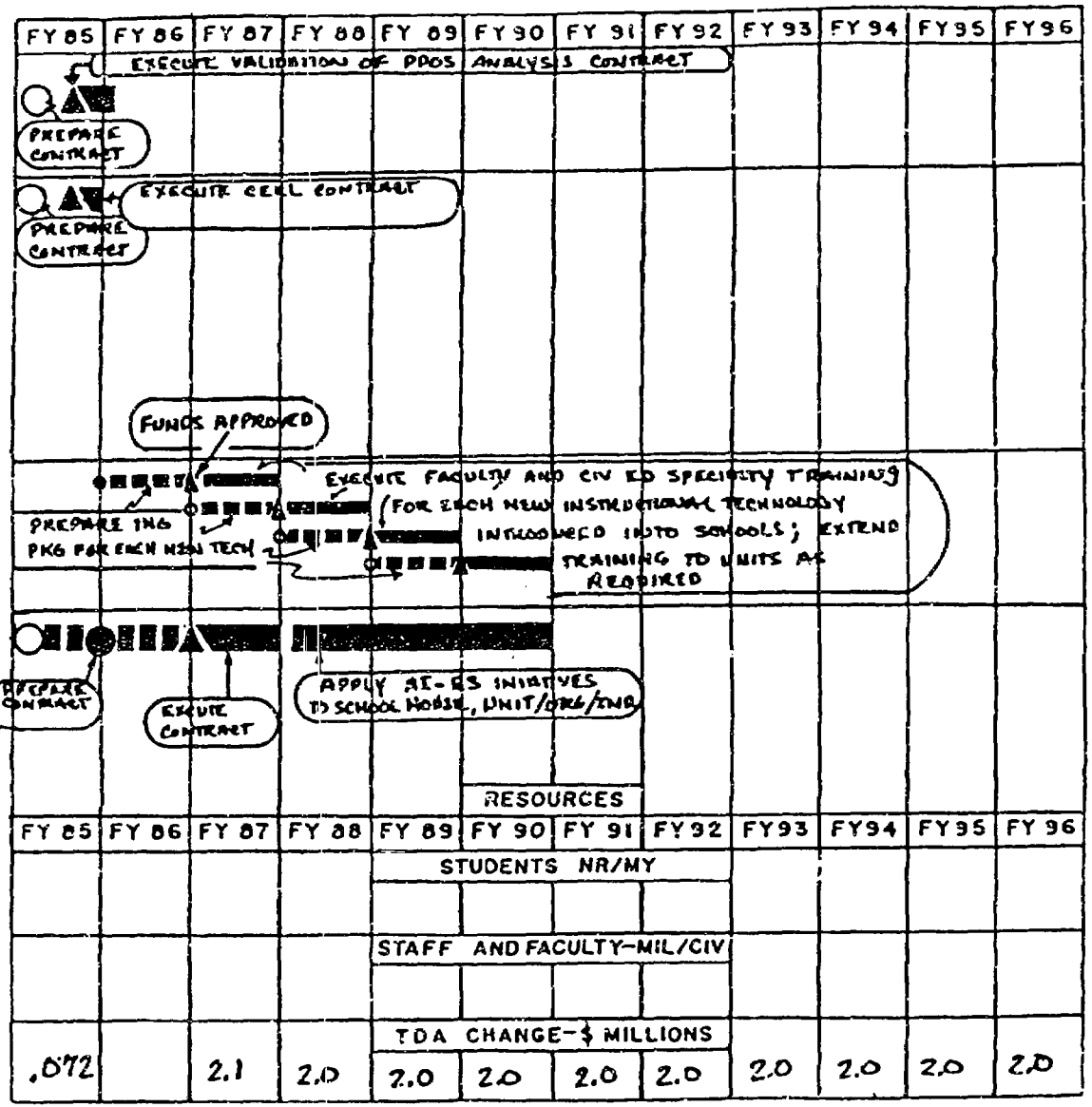


F76 1. Direct ODCSPER to task the Army Research Institute to validate the POOS analysis with regards to the match of CCBI systems to varied types of knowledge/skill proficiencies.
2. Provide the findings to ODCSOPS, Training; OACSIM and TRADOC (and to the CCBI Directorate, when formed).

F77 1. Direct the Chief of Engineers to task and fund the Corps of Engineers Research Laboratory (CERL) to evaluate the most cost effective ways to apply Computer Communications Based Instruction technologies and identify applications of CCBI to other populations (e.g., enlisted soldiers or civilians) and mission areas (e.g., Army Continued Education Program).
2. Provide the finding to ODCSOPS, Training, TRADOC Combined Arms Training Activity (TTA), USMA, Army Training Support Center (ATSC) and CCBI Directorate when formed.

F78 Direct TRADOC to develop mentor training programs to help gain acceptance of CCBI technologies in the schools, units and organizations and oversee computer courseware development by civilian education specialists. Action should be initiated upon completion of the actions in Policy 77.

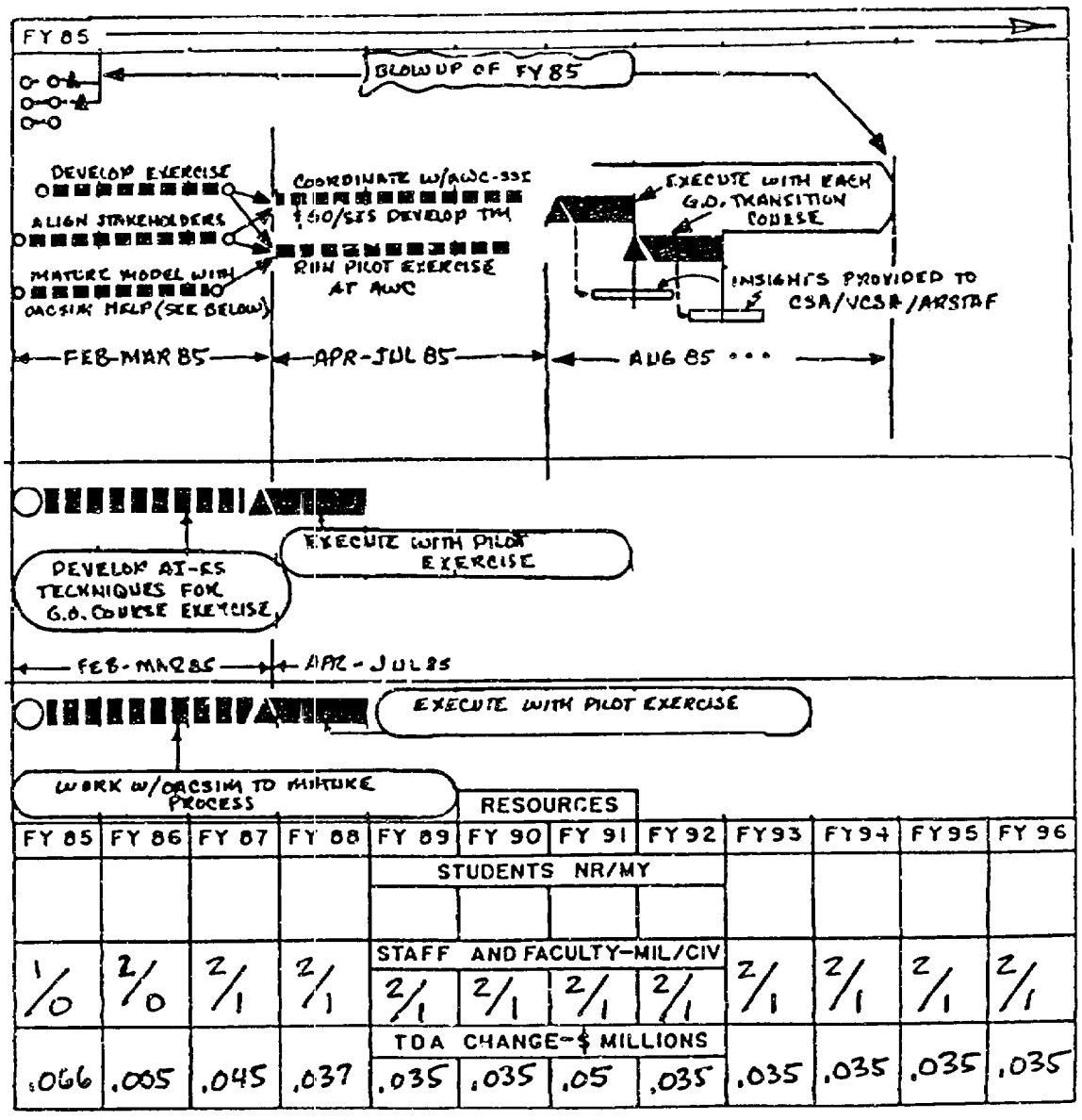
F79 Direct OACSIM to allocate research funds to pursue joint service initiative for the development of educational uses of Artificial Intelligence-Expert Systems (AI-ES) and related technologies. Action should be initiated upon completion of the actions in Policy F77.



FOC 1. Direct ODCSOPS/ODCSPER to include the design of a two day "user friendly" strategic planning/futures policy impact analysis exercise in the evolving educational program for new brigadier generals. The planning exercise will use the professional development of officers as a theme. The output from this sub-course is a set of recommended adjustments in the professional development of officers strategy--the output is a tool-aid for senior Army leaders (CSA, VCSA and ARSTAF) as they "navigate" towards the professional development desired system state.
2. LTC Carl Stout and Carolyn Russell will design the exercise by 31 Mar 85 for subsequent turnover to ODCSPER/ODCSOPS GO/SES development transition team and incorporation in the overall brigadier general course plan.

FS1 ODCSPER purchase artificial intelligence (AI) - Expert System Generator for existing forecast system. Use capability as a means to assist in making strategic planning exercise for new BGS simple and "user friendly."

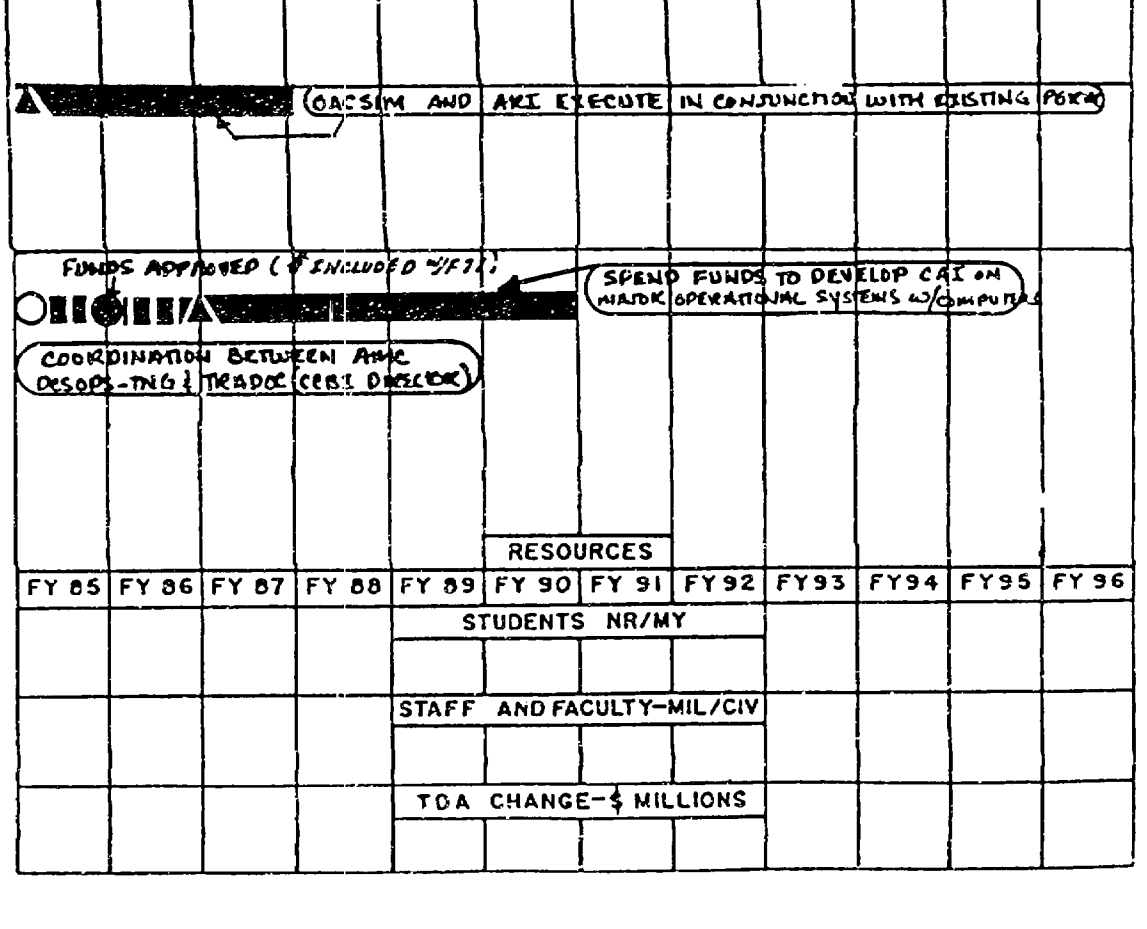
FS2 Direct that OACSIM Futures and Concepts Directorate work with ODCSPER GO/SES development team to continue development of PDOS Futures process as a strategic planning/impact analysis model for use in senior leader development program.



RESOURCES											
FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
				STUDENTS NR/MY							
				STAFF AND FACULTY-MIL/CIV							
1/0	2/0	2/1	2/1	2/1	2/1	2/1	2/1	2/1	2/1	2/1	2/1
				TDA CHANGE-$ MILLIONS							
.066	.005	.045	.037	.035	.035	.05	.035	.035	.035	.035	.035

F83 DIRECT THAT OACISM AND ARI INCLUDE THE IMPLICATIONS FOR OFFICER EDUCATION TRAINING IN THEIR PARTICIPATION WITH MIT SLOAN SCHOOL OF MANAGEMENT'S "MANAGEMENT IN THE 90s PROGRAM" AND HARVARD'S CENTER FOR INFORMATION POLICY RESEARCH ON "PROGRAM OF INFORMATION RESOURCE POLICY".

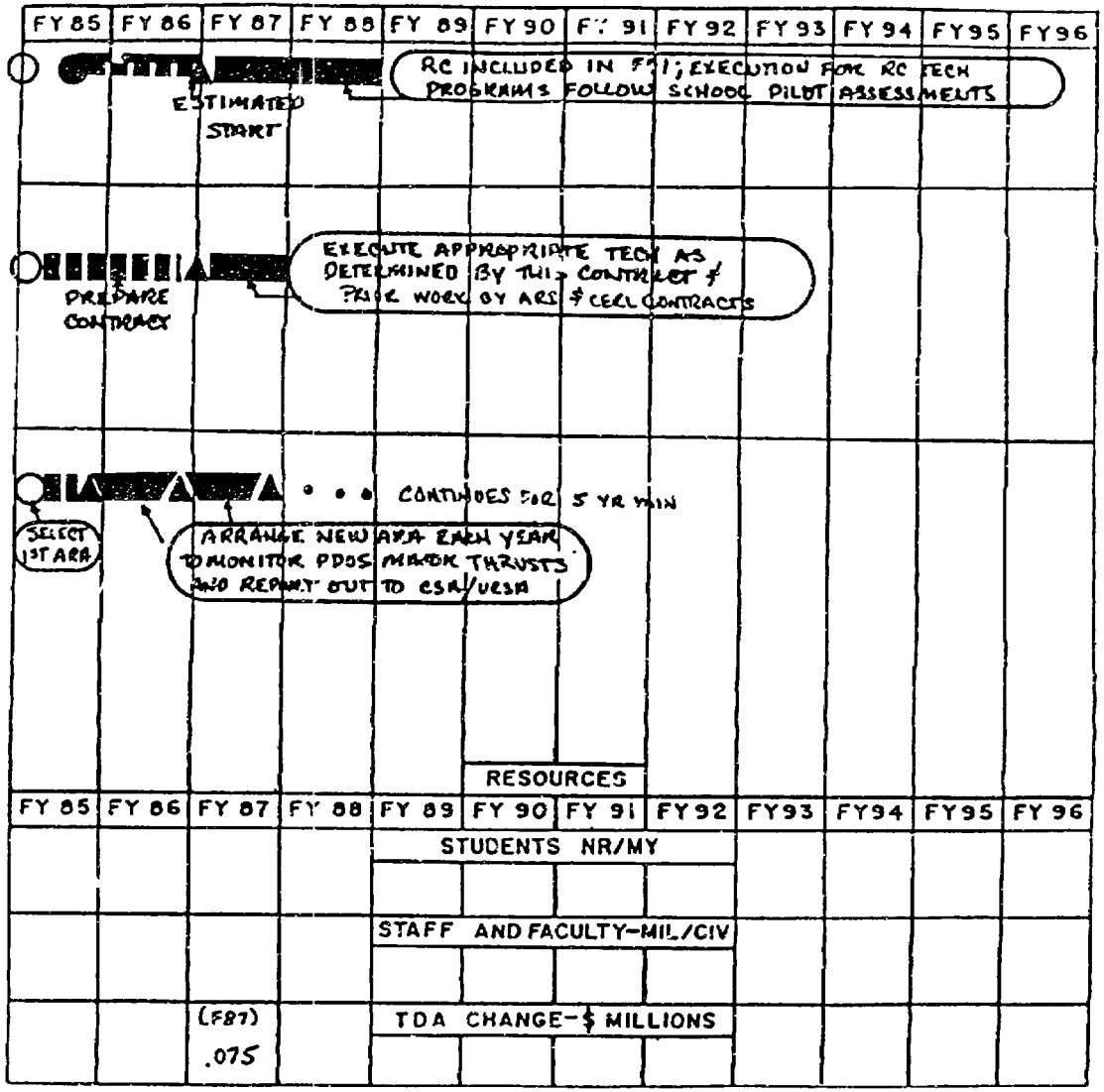
F84 AMC BUILD CAI INTO TRAINING PACKAGES FOR NEW MAJOR OPERATIONAL SYSTEM.

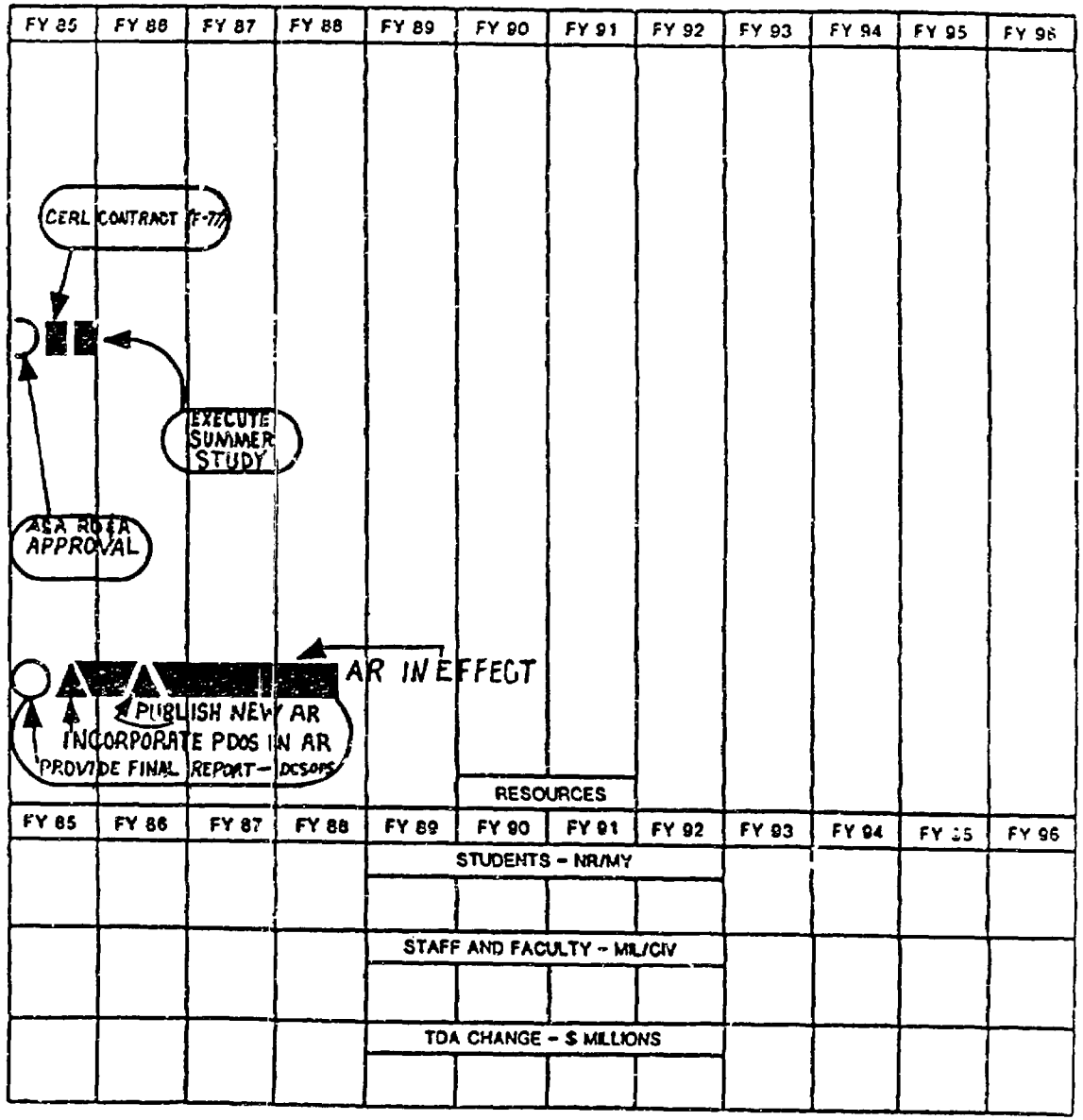


F86 FOR RESERVE COMPONENT -- DIRECT TRADOC, TOGETHER WITH NGB AND OCAR, TO CONCENTRATE ON THE DEVELOPMENT OF AN EDUCATION AND TRAINING METHODS SUPPORT STRATEGY WHICH IS ALIGNED WITH THE ACTIVE COMPONENT STRATEGY.

F87 FOR RESERVE COMPONENT -- DIRECT ODCSPER, TOGETHER WITH NGB AND OCAR, TO STUDY THE IMPACT OF PDOS POLICIES, SPECIFICALLY THOSE RELATED TO RESIDENT AND NON-RESIDENT SCHOOL INSTRUCTION, UNIT TRAINING REQUIREMENTS AND USE OF CCBI, ON THE RESERVE COMPONENT OFFICER, HIS FAMILY AND CIVILIAN EMPLOYER.

F88 DIRECT DAS TO SPONSOR A SENIOR SERVICE COLLEGE ARMY RESEARCH ASSOCIATE TO CONTINUE TO LOOK FOR WAYS TO INSTITUTIONALIZE PDOS CCBI INITIATIVES AND OTHER MAJOR PDOS THRUSTS WITHIN THE ARMY'S EXISTING SYSTEM. CONTINUE THIS SPONSORSHIP FOR AT LEAST THE NEXT FIVE YEARS.

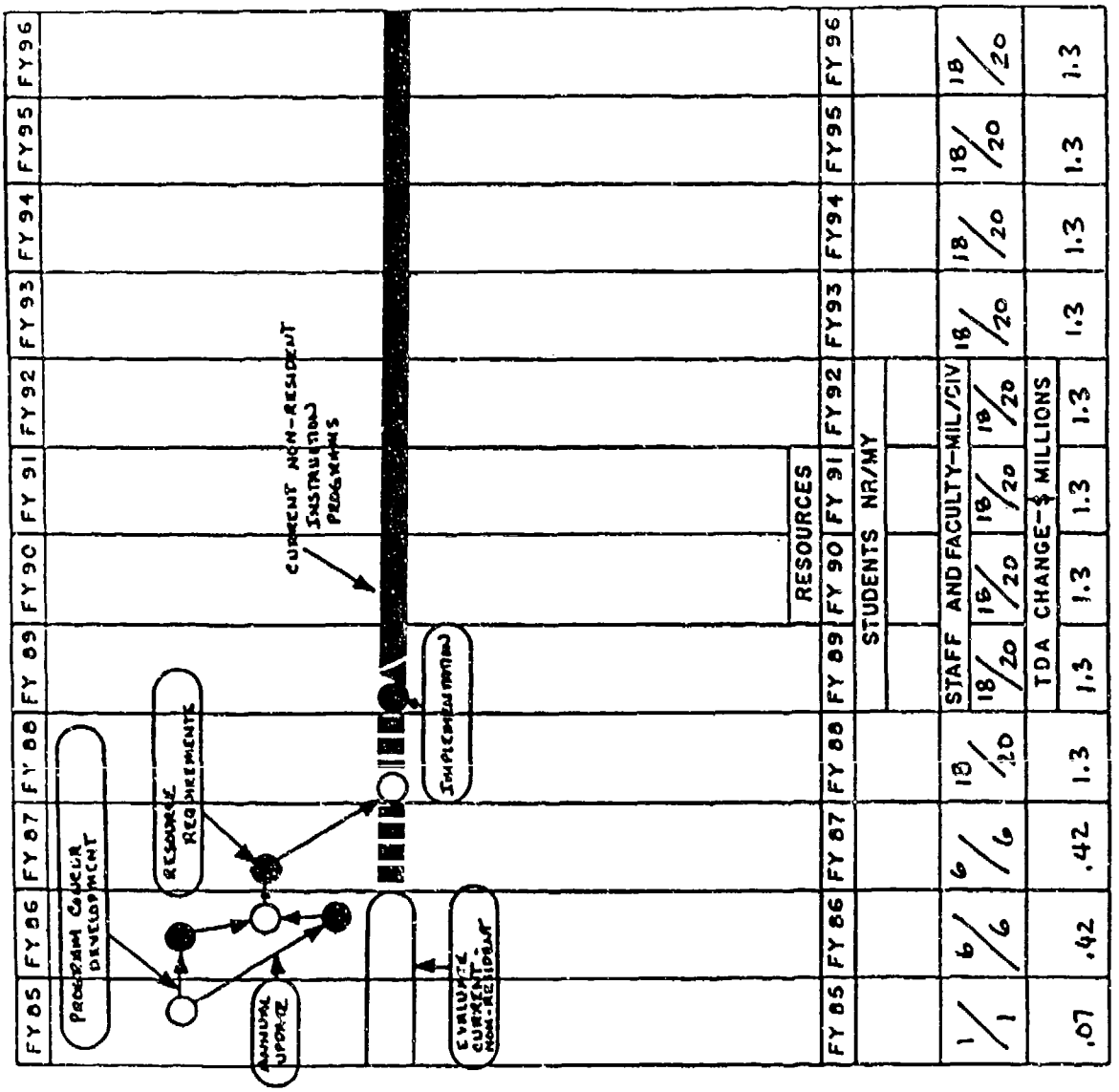




F89 1. DIRECT THE ARMY SCIENCE BOARD (ASB) TO CONDUCT THE 1985 SUMMER STUDY ON EDUCATION AND TRAINING TECHNOLOGIES.
2. DISCUSSION: THE STUDY WILL BUILD ON THE 1982 DSB SUMMER STUDY ON TRAINING TECHNOLOGY, THE PDOS (CBI INITIATIVES AND THE CERL REPORT (POLICY F77).

F90 DIRECT ODCSOPS TO INCORPORATE THE PDOS EDUCATION AND TRAINING STRATEGIES AND MAJOR THRUSTS IN THE NEW AR 350-1, ARMY TRAINING AND EDUCATION SYSTEM.

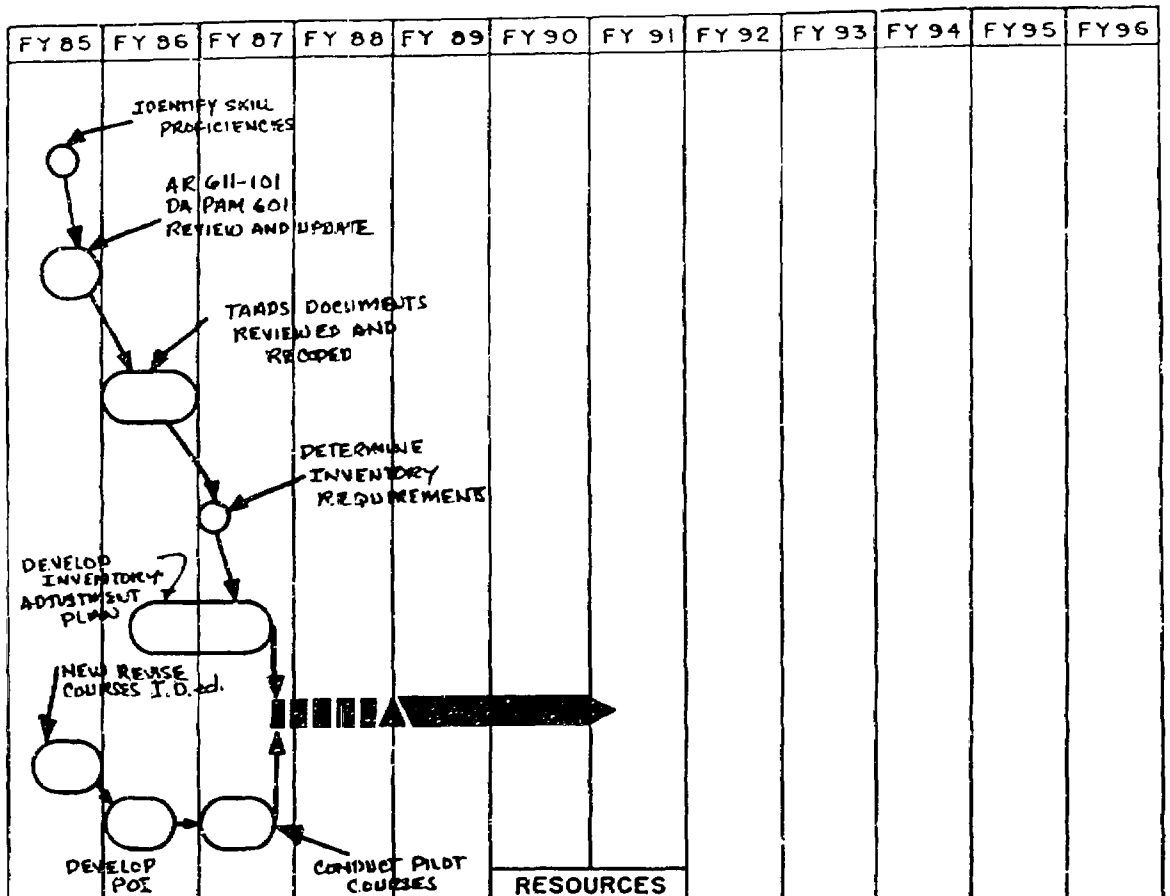
Appendix 1 to ANNEX E
Phasing Plan



J26 DEVELOP RESIDENT AND NON-RESIDENT INSTRUCTION PROGRAMS SIMULTANEOUSLY AND MAINTAIN CURRENT.

FUNCTIONAL EDUCATION AND TRAINING

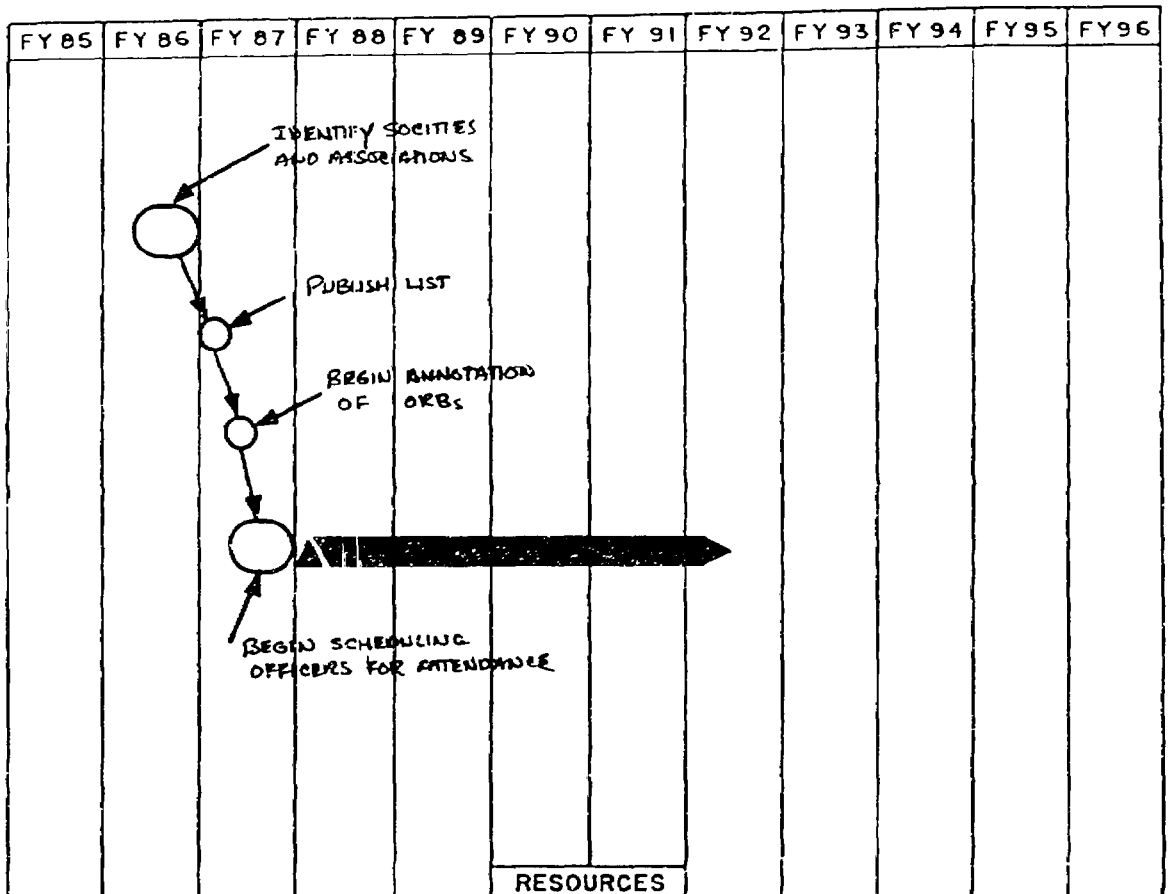
I85
DEVELOP OR REVISE MILITARY COURSES TO SUPPORT AREAS OF CONCENTRATION, FUNCTIONAL AREAS, AND SKILLS.



FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
STUDENTS NR/MY											
		40	60	60	60	60	60	60	60	60	60
STAFF AND FACULTY-MIL/CIV											
	0/5	0/5	0/5	0/5	0/5	0/5	0/5	0/5	0/5	0/5	0/5
TDA CHANGE-$ MILLIONS											
		1.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0

I86

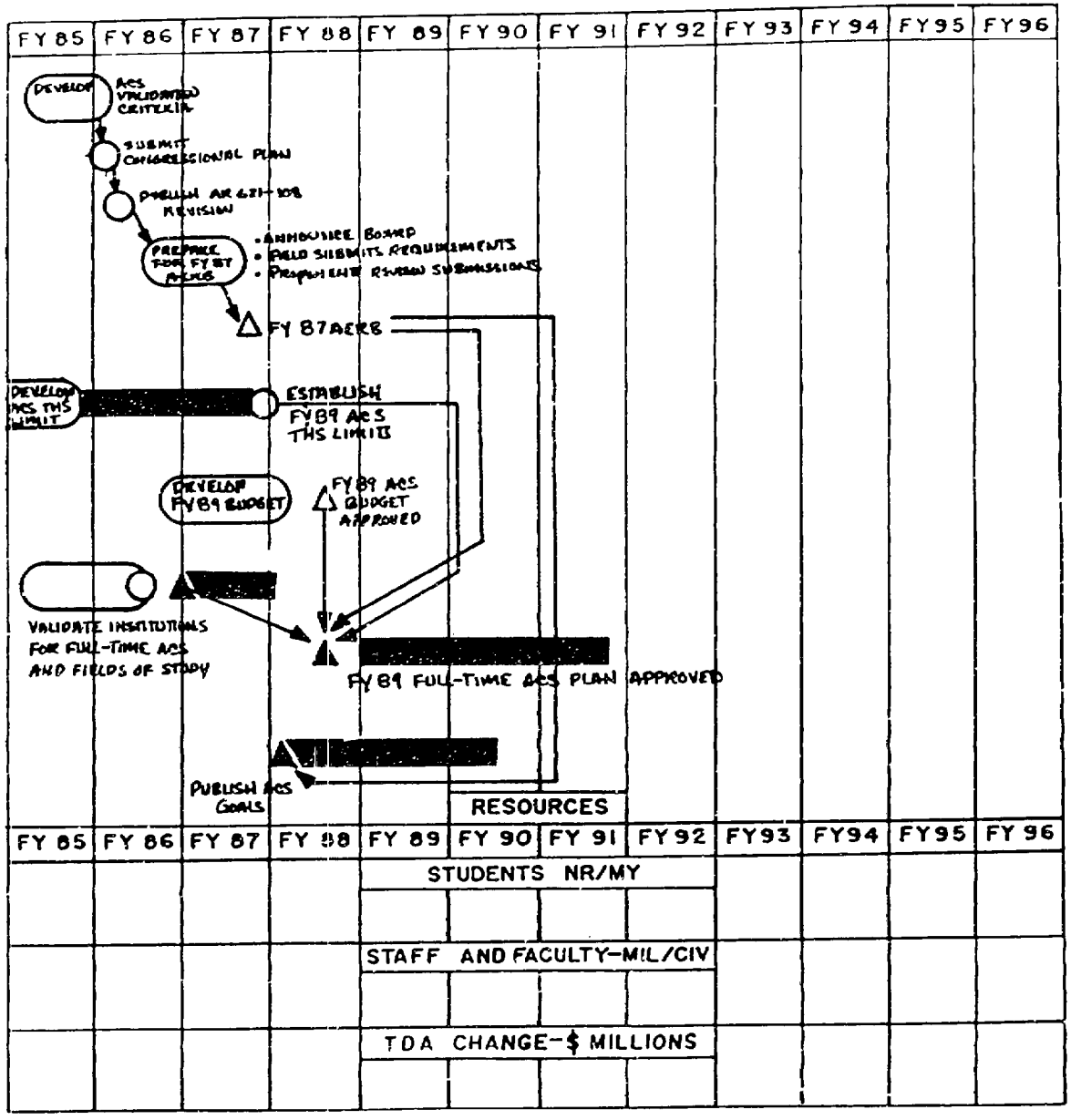
OFFICERS WHO ARE SINGLE OR SUBSEQUENTLY TRACKED INTO A BRANCH OR FUNCTIONAL AREA THAT HAS A COMPARABALE CIVILIAN PROFESSION, WILL BE AFFORDED THE OPPORTUNITY OF, AND FUNDED FOR, BIANNUAL ATTENDANCE AT A CIVILIAN SOCIETY OR ASSOCIATION NATIONAL OR INTERNATIONAL SEMINARS/MEETINGS SUPPORTING THE PROFESSION.



I50-I69, I80

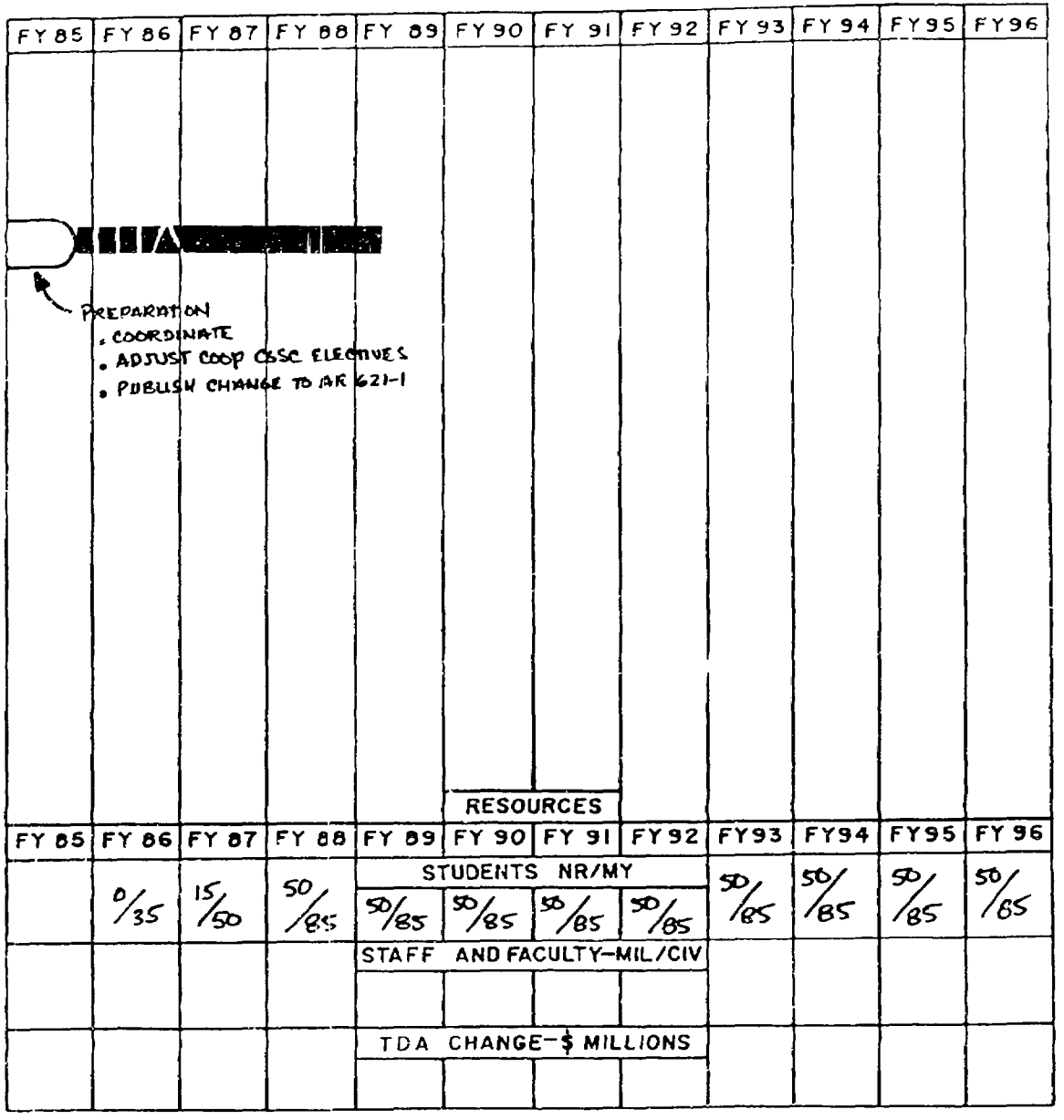
ADVANCED CIVIL SCHOOLING

- o DEVELOP ACS VALIDATION CRITERIA. OO ARI TAKES THE LEAD.
- o ODCSPER PREPARE ACS VALIDATION/UTILIZATION PLAN FOR SUBMISSION TO HOUSE APPROPRIATIONS COMMITTEE AND HOUSE ARMED SERVICES COMMITTEE.
- o REVISE AR 621-108, VALIDATION OF OFFICER ACS REQUIREMENTS, TO CONTAIN NEW VALIDATION SCOPE AND CRITERIA.
- o PREPARE FOR AND CONDUCT THE FY 87 AERB USING NEW VALIDATION SCOPE AND CRITERIA.
- o ESTABLISH AND ANNUALLY REVISE ACS BUDGET AND THS LIMITS.
- o IDENTIFY THE MOST APPROPRIATE UNIVERSITIES TO EDUCATE FULL-TIME GRADUATE STUDENTS.
- o ESTABLISH AND PUBLISH ACS GOALS FOR THE OFFICER CORPS.
- o BASED ON FY 87 AERB, DEVELOP FY 89 FULL-TIME ACS QUOTA PLAN; REVISE ANNUALLY THEREAFTER.
- o ASSIGN OFFICERS WITH ACS TO VALIDATED UNITS, ORGANIZATIONS OR INDIVIDUAL POSITIONS.



ADVANCED CIVIL SCHOOLING

ISR
EXTEND CGSC AND AFDC COOPERATIVE DEGREE PROGRAMS TO A MAXIMUM OF ONE YEAR.



R100 DEVELOP ALTERNATIVE CAREER PATTERNS FOR WOMEN OFFICERS.

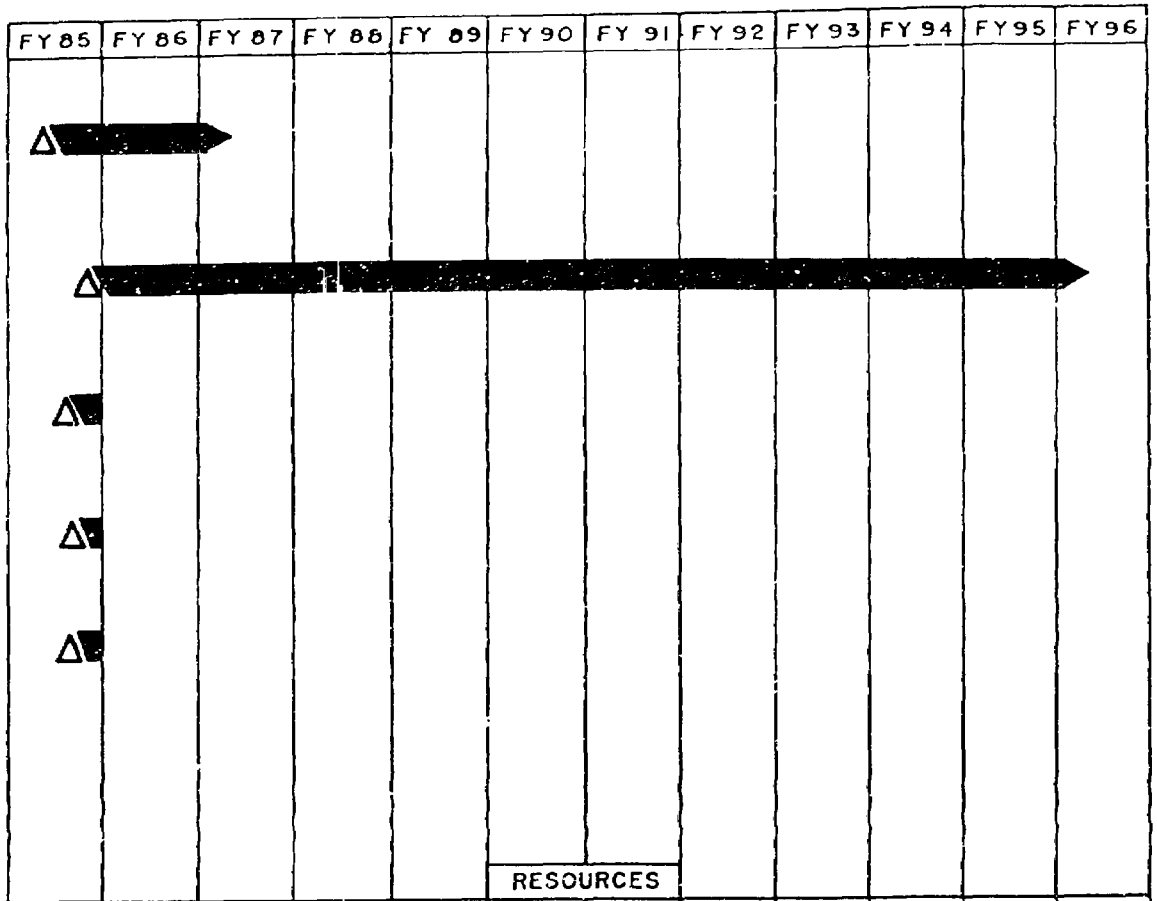
R200 MONITOR OFFICER ASSIGNMENTS AND IDENTIFY AREAS WITH DIFFERENT ASSIGNMENT PATTERNS FOR WOMEN.

R300 REVIEW DCPC POLICY TO DETERMINE:

1. DEGREE TO WHICH THE POLICY PRECLUDES EITHER MEN OR WOMEN FROM HAVING VIABLE CAREER PATTERNS.
2. IF WOMEN OFFICER ASSIGNMENTS SHOULD BE MADE BY FUNCTIONAL AREA INSTEAD OF GEOGRAPHICAL LOCATION.

R400 DEVELOP MARKETING PLAN FOR WARRIOR SPIRIT FOR WOMEN OFFICERS.

R500 ANALYZE PDOS SURVEY DATA TO ASSESS DIFFERENCES IN PERCEPTIONS BETWEEN MALE AND FEMALE OFFICERS.

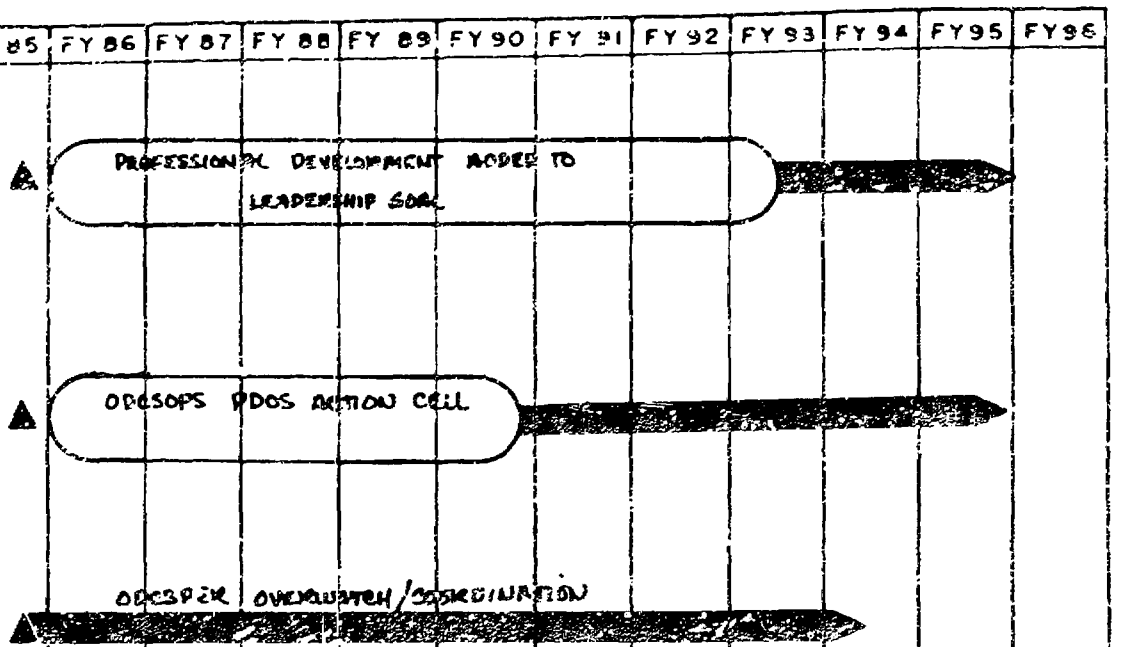


CONTROL AND COORDINATION

070 ODCSPER ADD A FOURTH OBJECTIVE TO THE LEADERSHIP GOAL ENTITLED, "PROFESSIONAL DEVELOPMENT. THE PREPARATION OF OFFICERS AND NON-COMMISSIONED OFFICERS TO EFFECTIVELY LEAD THE ARMY AND EFFICIENTLY MANAGE ITS RESOURCES."

071 ODCSOPS CREATE A LONGTERM PDOS CELL TO COORDINATE APPROVED PDOS EDUCATION/TRAINING POLICIES RELATED TO ARMY'S SCHOOLS AND INDIVIDUAL UNIT TRAINING (INITIALLY WITH A MINIMUM OF THREE FIELD GRADE OFFICERS DMO).

072 ODCSPER OVERWATCH PROFESSIONAL DEVELOPMENT UNDER THE LEADERSHIP GOAL; COORDINATE APPROVED EDUCATION/TRAINING/ DEVELOPMENT POLICIES RELATED TO THE MANAGEMENT OF OFFICERS AND TO OTHER RELATED STUDIES (E.G., TWOS, ROTC, AND OPMS).



FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
				STUDENTS NR/MY							
3/1	3/1	3/1	3/1	STAFF AND FACULTY—MIL/CIV 3/1	3/1	3/1	3/1	3/1	3/1	3/1	3/1
.03	.03	.03	.03	TOA CHANGE—$ MILLIONS .03	.03	.03	.03	.03	.03	.03	.03

J01 PRE-COMMISSIONING STANDARDS WILL BE EXPANDED AND TIED TO AN ASSESSMENT PROGRAM.

EXAMINE CURRENT COMMISSIONING STANDARDS AND ADJUST TO MEET PROJECTED ARMY REQUIREMENTS (E.G., MILITARY SKILLS, PHYSICAL STANDARD, PMS STUDENT EVALUATION, ROTC BASIC/ADVANCED CAMP).

MILITARY SKILLS (MOS-I)

PHYSICAL STANDARDS

PMS EVALUATION

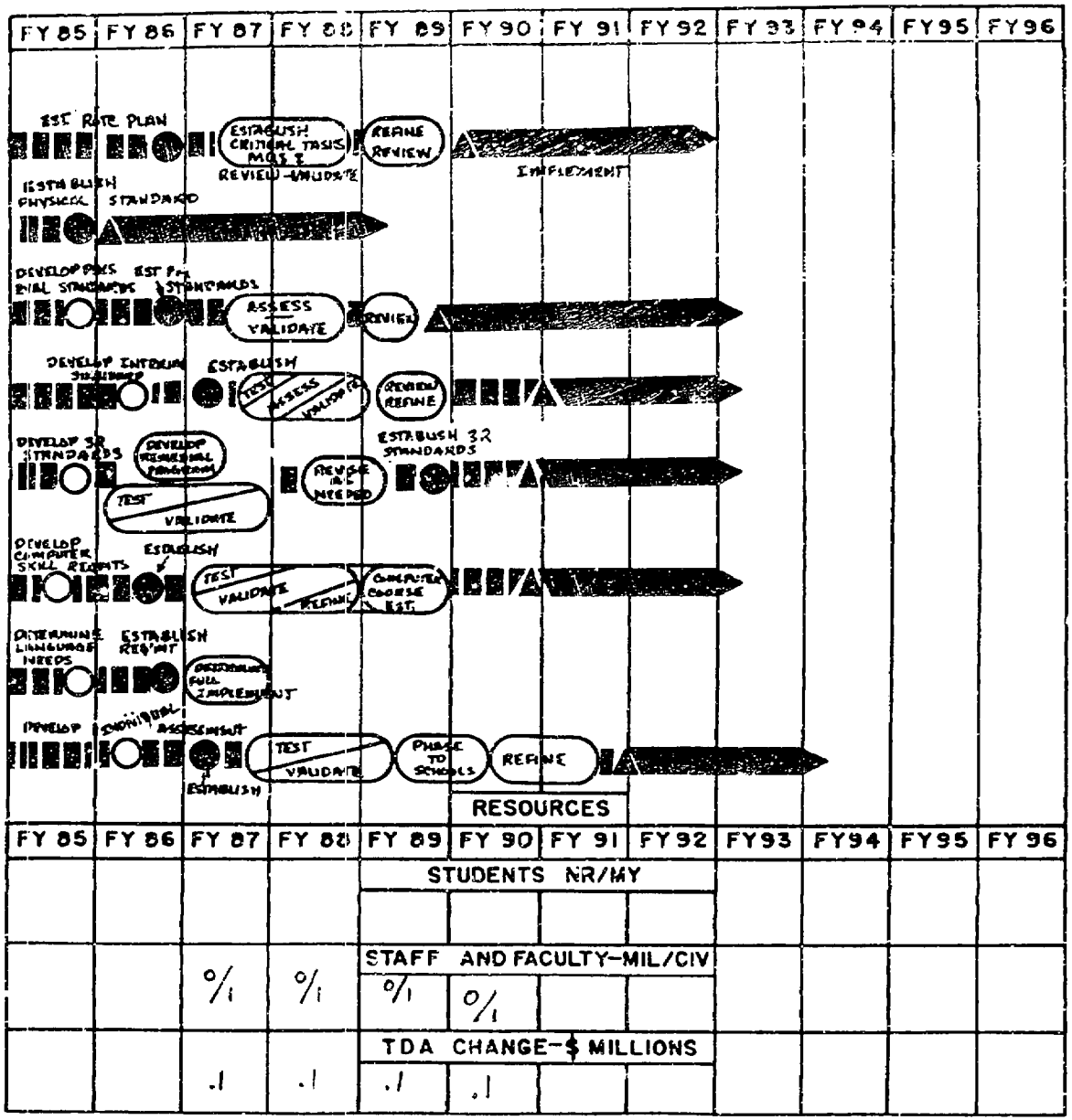
O DEVELOP INTERIM COMMISSIONING STANDARDS, AS REQUIRED, IN ADDITION TO CURRENT STANDARDS, TO INSURE THAT STANDARDS EXIST FOR ALL ASSESSMENT CATEGORIES TO BE MEASURED UNDER THE NEW INDIVIDUAL ASSESSMENT PROGRAM (E.G., 3R'S, BASIC COMPUTER SKILLS, FOREIGN LANGUAGE) AND FOR ALL SKILL KNOWLEDGE AND PROFICIENCY REQUIREMENTS.

3R'S

COMPUTER SKILLS

FOREIGN LANGUAGE

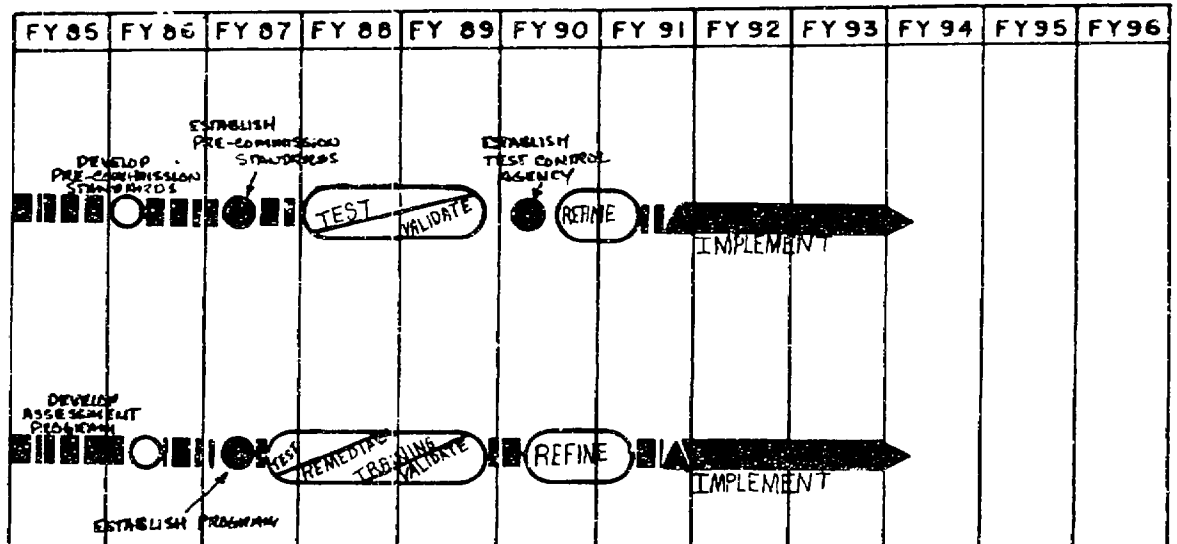
DEVELOP AN INDIVIDUAL ASSESSMENT PROGRAM WHICH PROVIDES FEEDBACK TO THE INDIVIDUAL AND MECHANISM FOR VALIDATING PRE-COMMISSIONING AND COMMISSIONING STANDARDS AND DETERMINING HOW WELL THE STANDARDS ARE BEING ACHIEVED.



J02 MINIMUM STANDARDS FOR ENTRY INTO ALL PRECOMMISSIONING PROGRAMS WILL BE UNIFORM, BASED ON COMMISSIONING STANDARDS AND TIED TO THE INDIVIDUAL ASSESSMENT PROGRAM.

EXAMINE CURRENT PRE-COMMISSIONING STANDARDS FOR ROTC, USMA, OCS AND ADJUST THEIR STANDARDS WHERE APPLICABLE TO MEET STANDARDS FOR PRE-COMMISSIONING.

DEVELOP INDIVIDUAL PRE-COMMISSIONING ASSESSMENT PROGRAM WHICH PROVIDES FEEDBACK TO THE INDIVIDUAL, ASSISTS IN EVALUATING HIS QUALIFICATIONS, AND PROVIDES THE SYSTEM A MECHANISM FOR DEVELOPING REMEDIAL TRAINING PROGRAM.

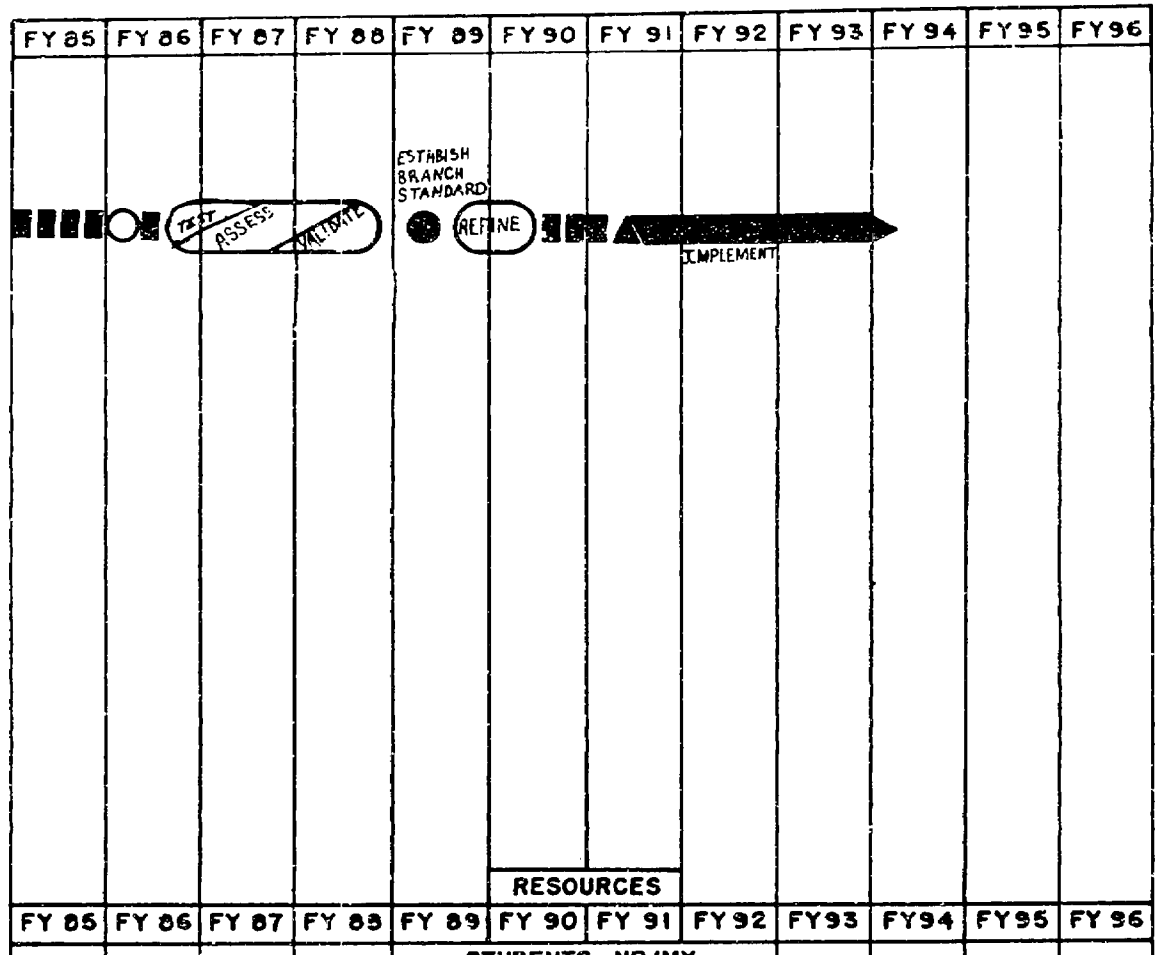


RESOURCES

FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
				STUDENTS NR/MY							
				STAFF AND FACULTY-MIL/CIV							
			0/1	0/1	0/5	0/5					
				TDA CHANGE-$ MILLIONS							
		.1	.11	.1	.5	.2	.2	.2			

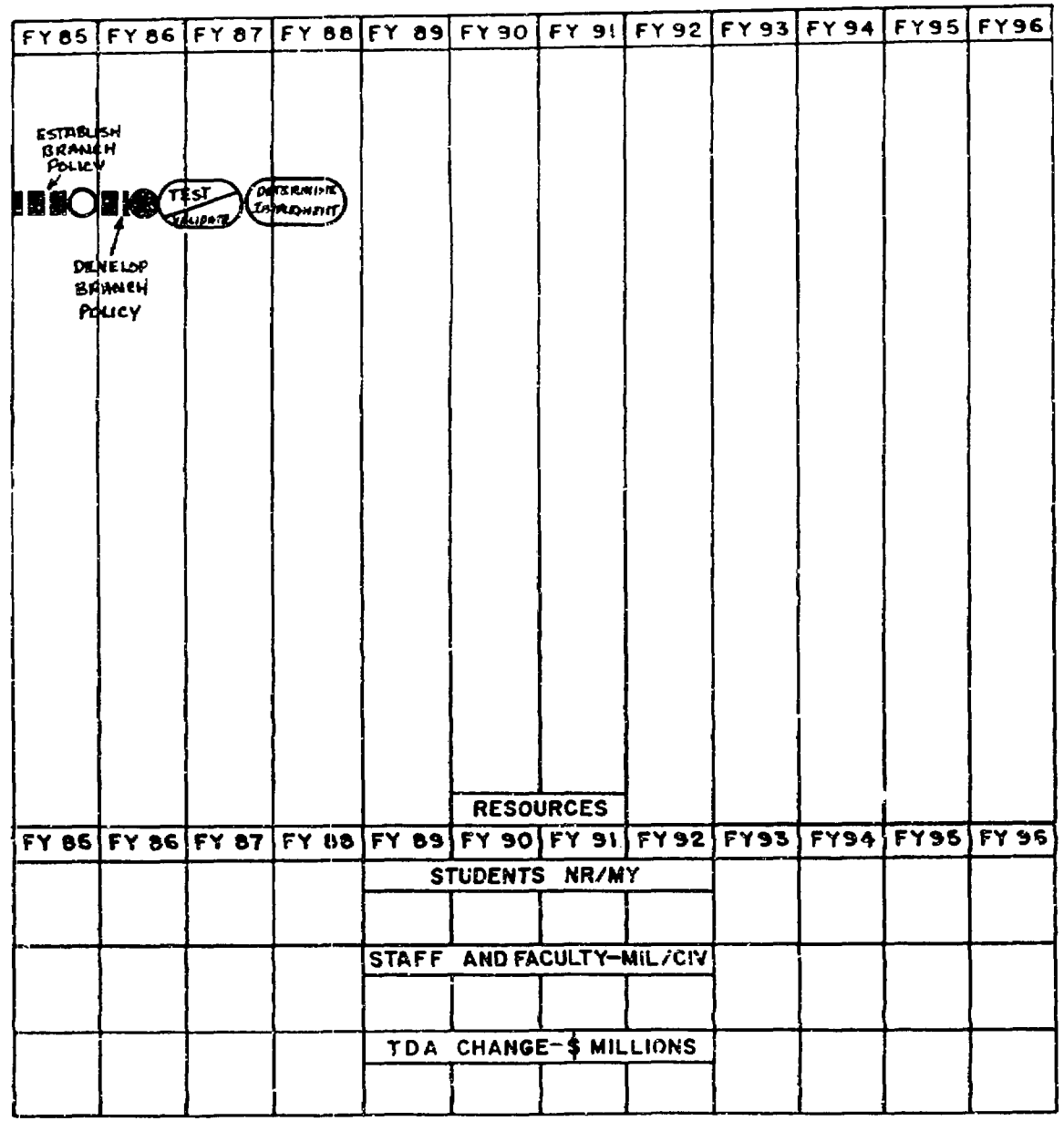
J03 BRANCHING SELECTION PROCEDURES WILL CONSIDER THE QUALIFICATIONS OF EACH INDIVIDUAL MEASURED AGAINST AN ESTABLISHED SET OF STANDARDS REQUIRED BY EACH BRANCH.

DEVELOP A SET OF BRANCH-SPECIFIC COMMISSIONING STANDARDS FOR EACH BRANCH WHICH ARE COMPATIBLE WITH BASIC COMMISSIONING STANDARDS.



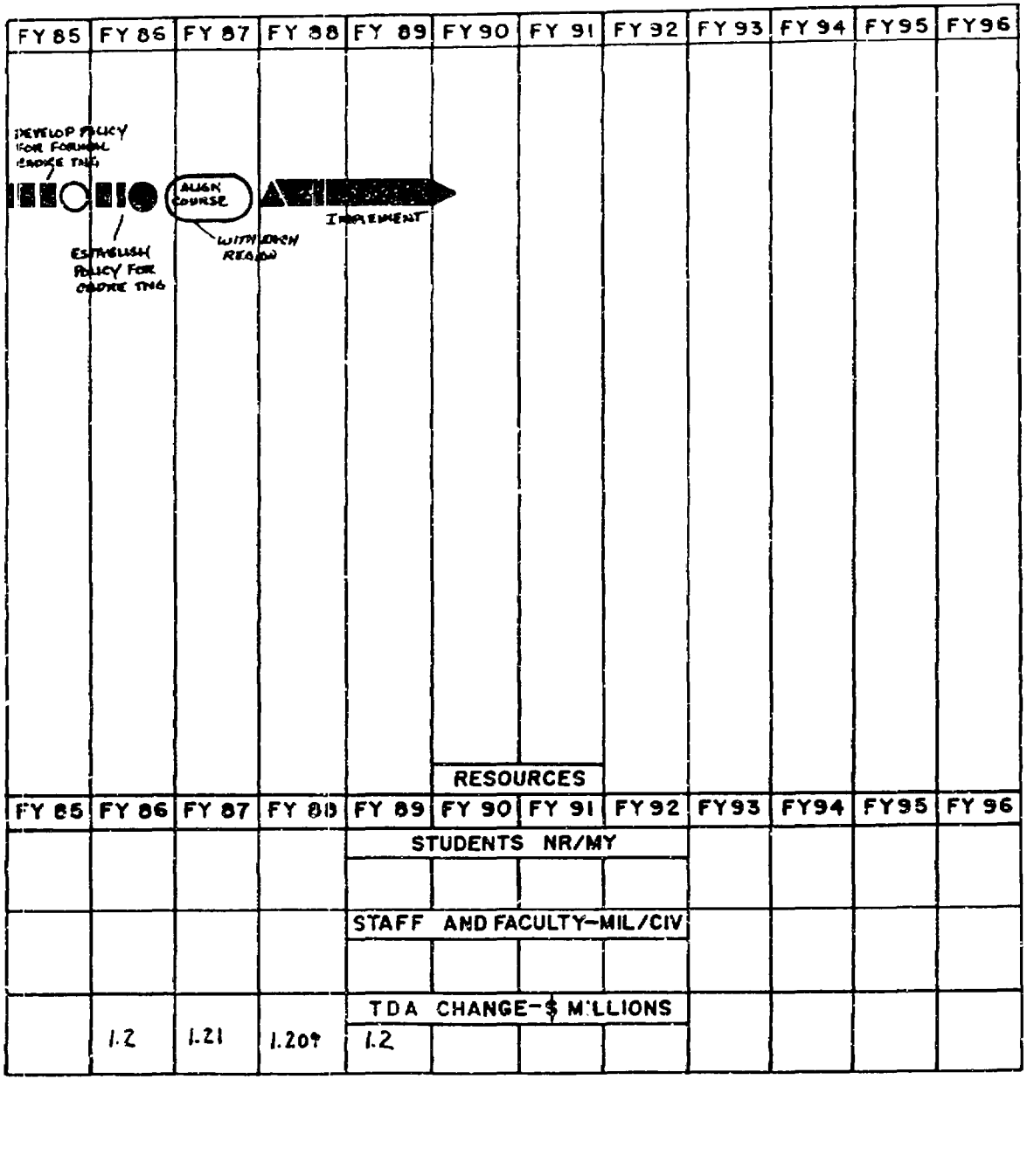
J04 ASSIGNMENT OF CADRE TO INSTITUTIONS WILL BE BASED, IN PART, ON THE BRANCH PRODUCTION MISSION OF THE INSTITUTION.

BRANCH MIX OF CADRE AT EACH INSTITUTION WILL BE BASED, IN PART, ON THE BRANCH PRODUCTION MISSION OF THE INSTITUTION WITH THE AIM OF ASSISTING IN THE RECRUITING EFFORT BY PROVIDING A ROLE MODEL AND MENTOR.



JOS ALL ROTC CADRE WILL ATTEND A FORMAL TRAINING COURSE PRIOR TO ASSUMING DUTIES.

O OBJECTIVES FOR THE TRAINING OF ROTC CADRE WILL BE COMPATIBLE WITH USMA AND OCS CADRE TRAINING GOALS.



DEVELOPMENT PERIOD--THE LIEUTENANT

J10 THE OBC WILL BE A RESIDENT EXPERIENCE FOR ALL OFFICERS.

REVIEW POI.

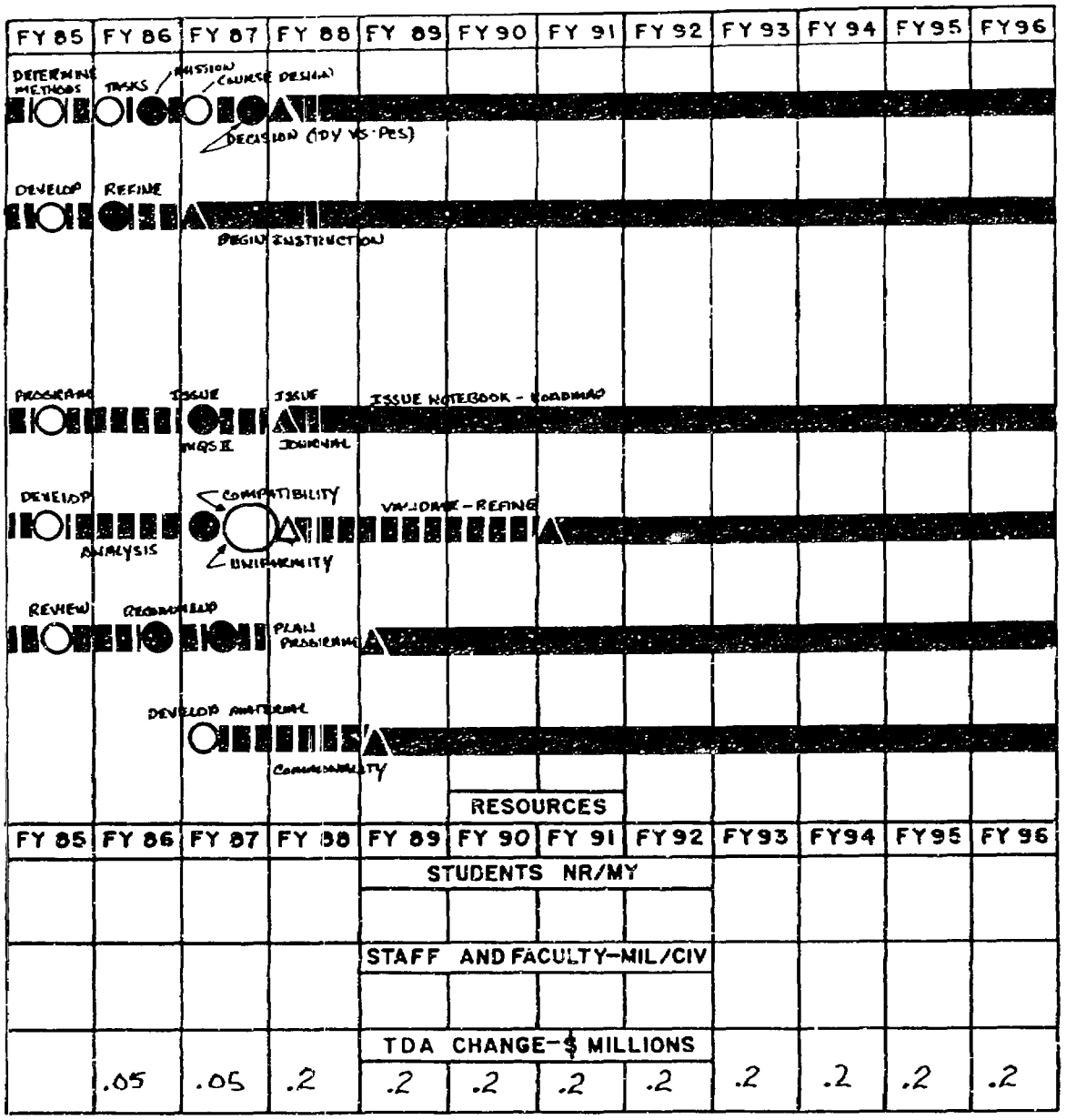
IMPLEMENT MOS II.

ISSUE PD MATERIALS.

DEVELOP/IMPLEMENT AN OBC COMMON CORE.

REVIEW PLT TRAINER/TAC PROGRAM.

INSTITUTE INSTRUCTION ON PD SYSTEM.

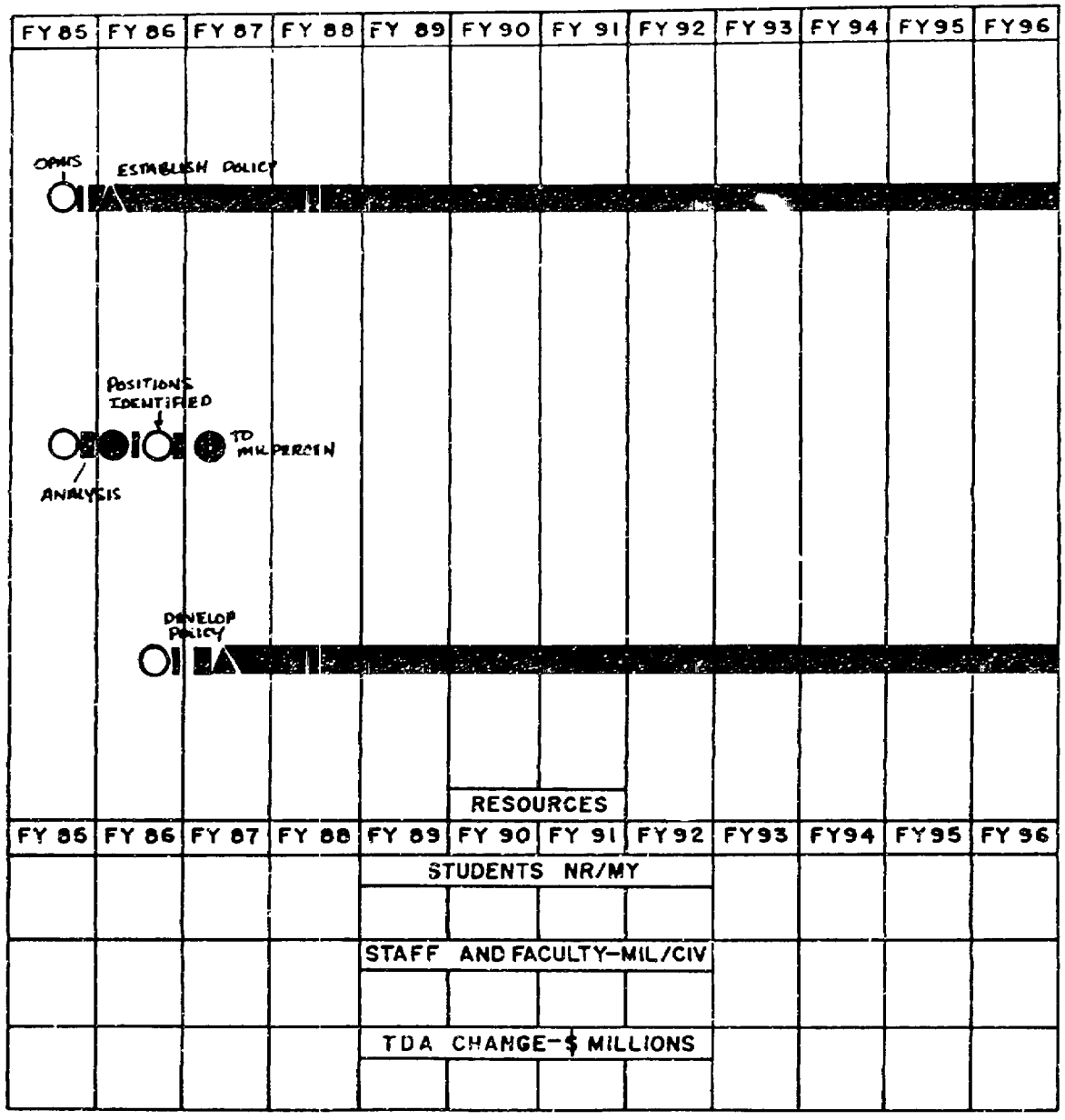


J11 THE FIRST ASSIGNMENT AFTER OBC WILL BE TO A BRANCH MATERIAL POSITION.

BRANCH TRANSFERS GO TO OAC PRIOR TO BRANCH ASSIGNMENT.

IDENTIFY BRANCH MATERIAL POSITIONS.

ASSIGN LT'S TO BRANCH MATERIAL POSITIONS.



DEVELOPMENT PERIOD--THE CAPTAIN

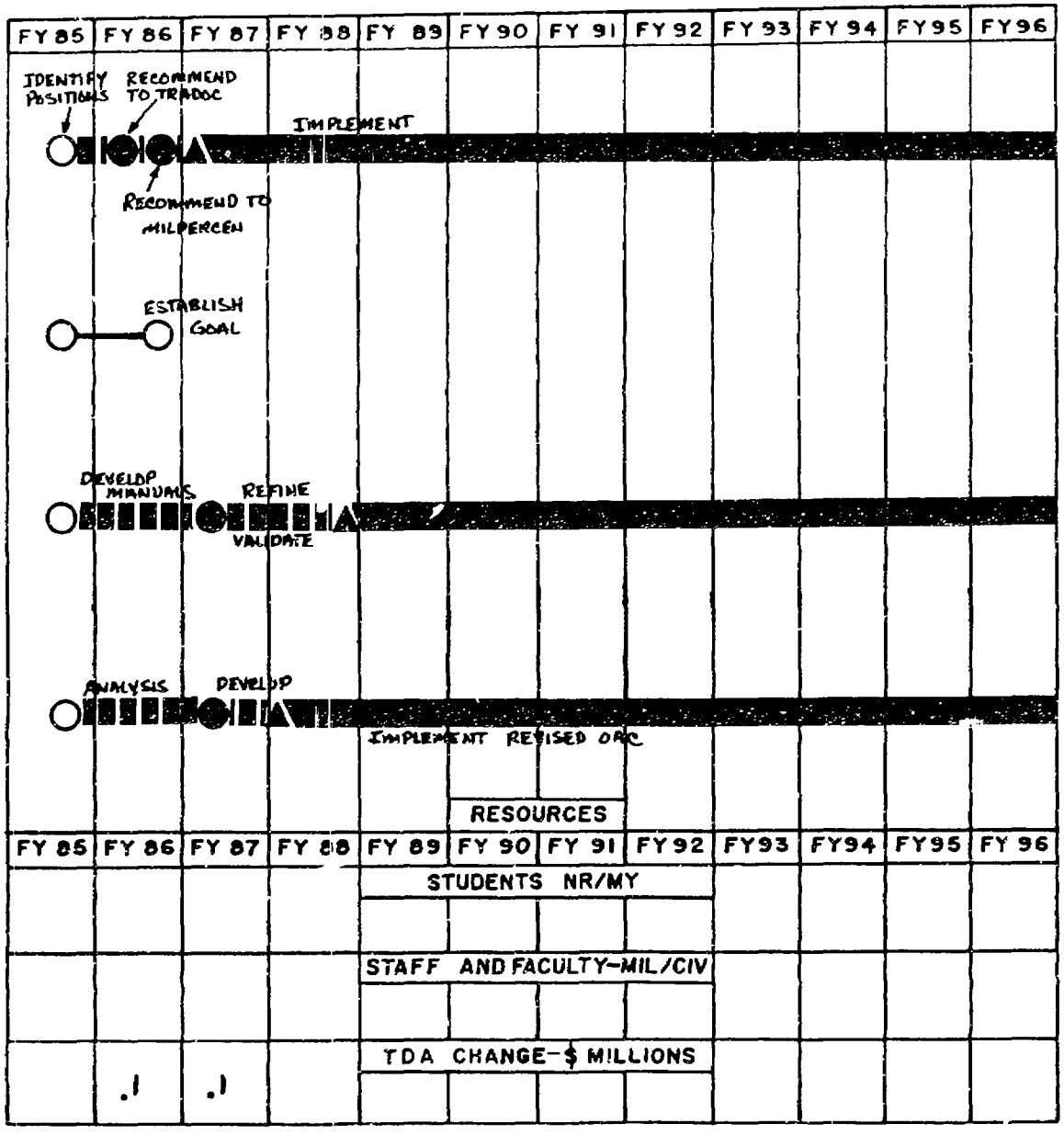
J20 OAC WILL BE A RESIDENT EXPERIENCE UPON PROMOTION TO CPT.

ASSIGNMENT PRIORITY TO ORGANIZATIONS WITH OPPORTUNITY TO COMMAND.

ASSIGN TO OAC UPON SELECTION FOR PROMOTION TO CPT.

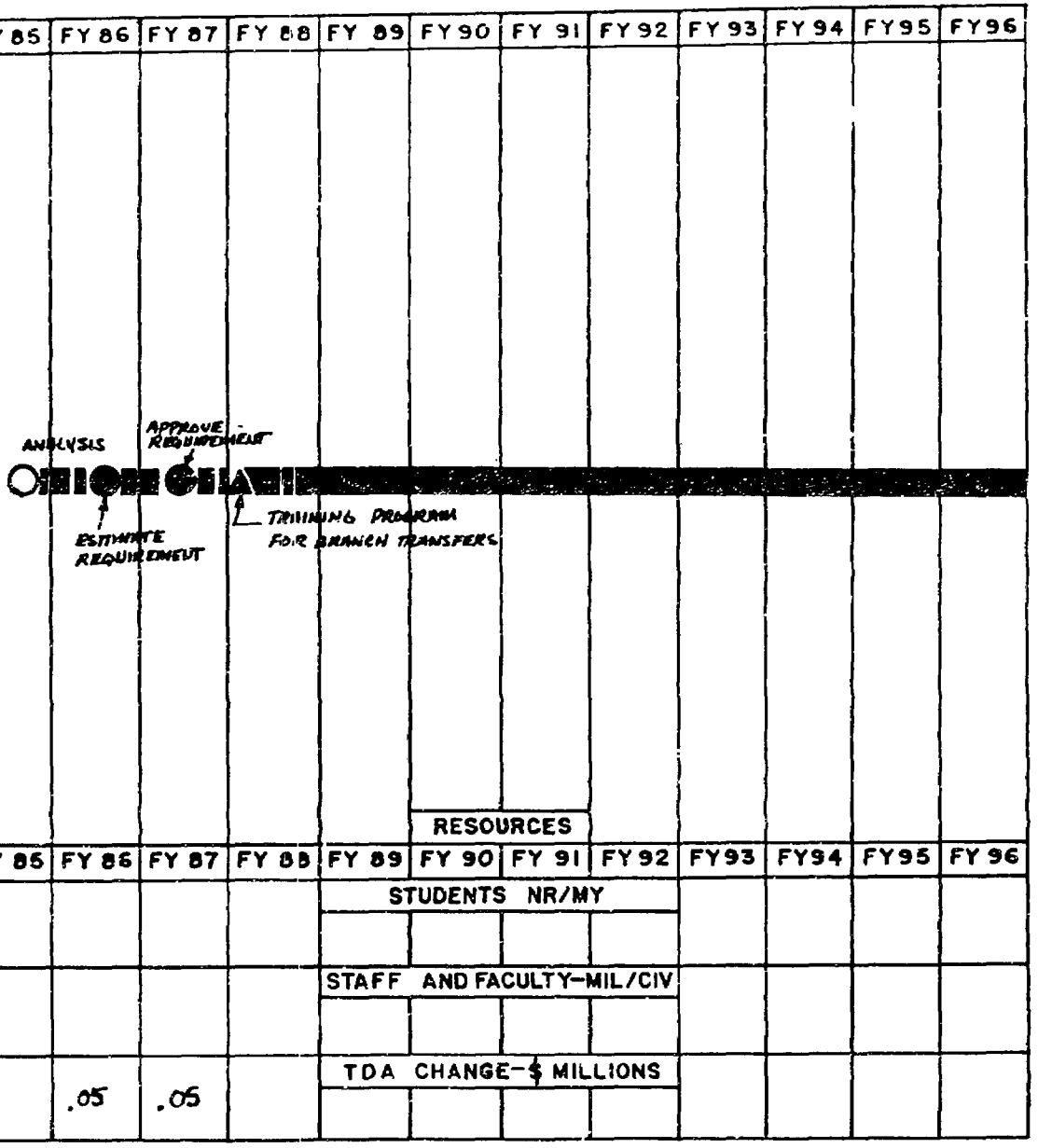
IMPLEMENT MOS III

REVIEW AND REVISE OAC.



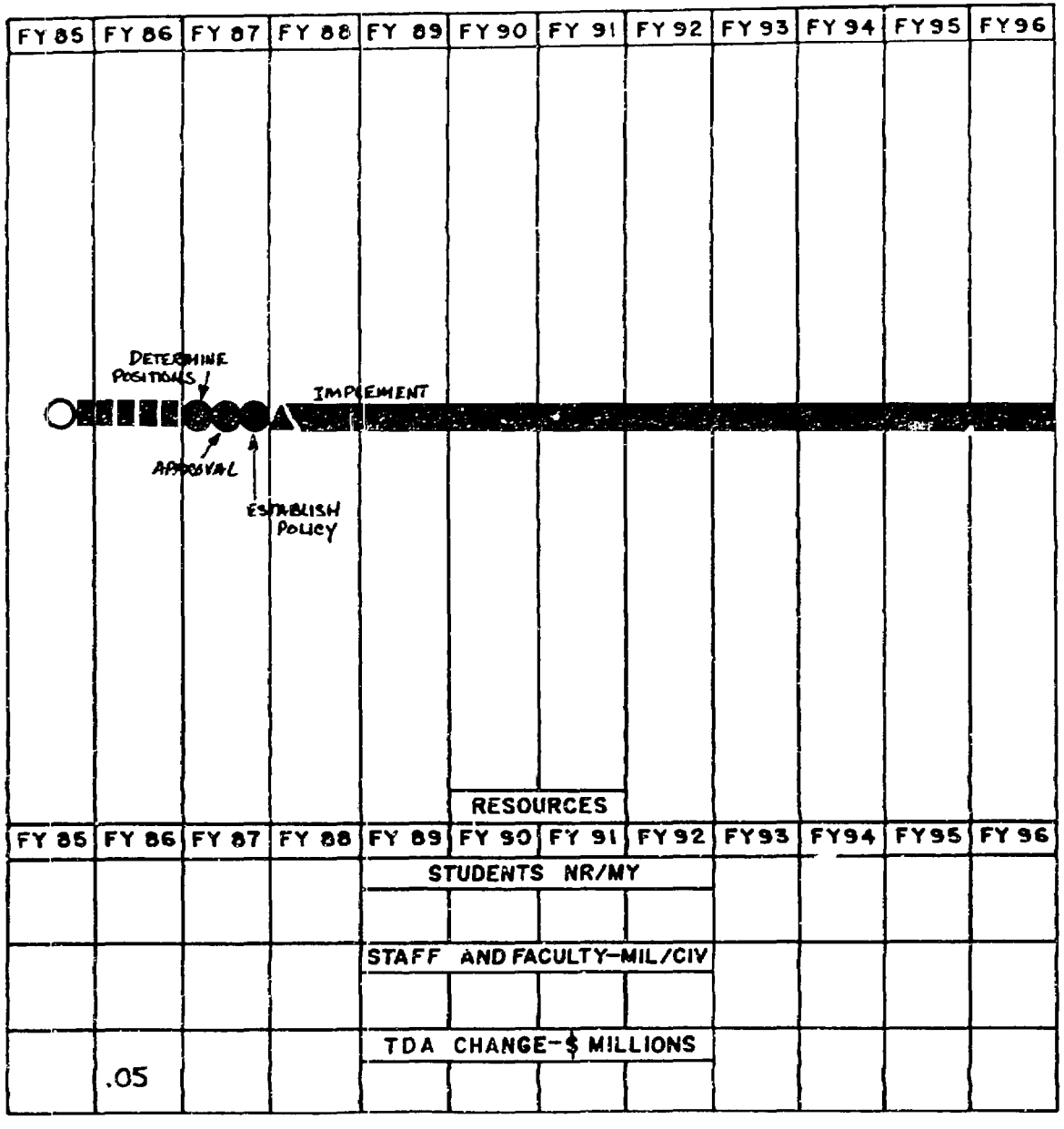
J22 DEFINE COMPANY LEVEL BRANCH QUALIFICATION REQUIREMENTS. BRANCH QUALIFICATION OCCURS PRIOR TO BRANCH IMMATERIAL ASSIGNMENTS.

BRANCH QUALIFICATION PRIOR TO BRANCH IMMATERIAL ASSIGNMENTS.



J23 ESTABLISH POLICY TO ASSIGN FORMER BATTALION/BRIGADE COMMANDERS TO BRANCH SCHOOLS.

FORMER COMMANDERS ASSIGNED TO BRANCH SCHOOLS.



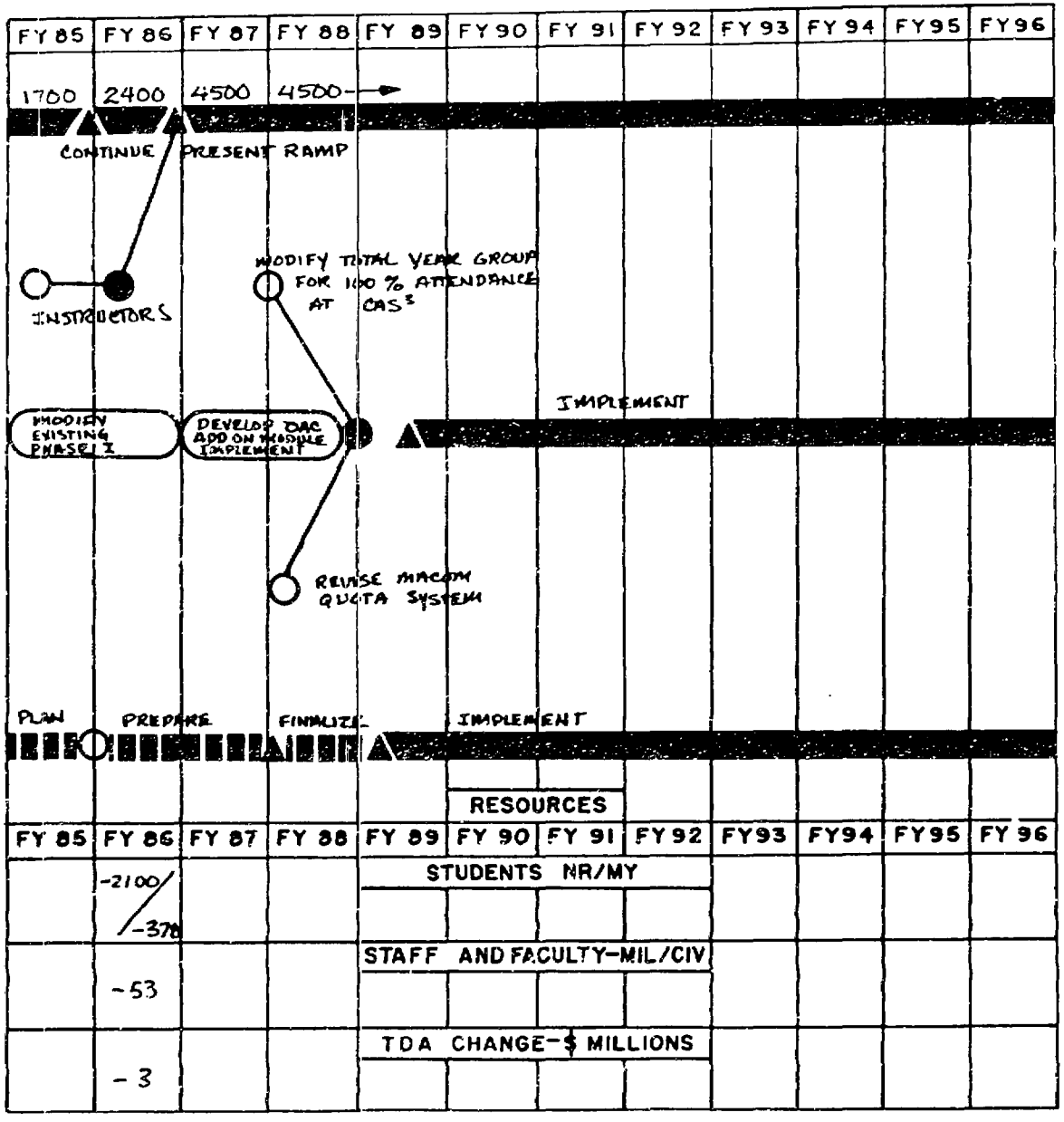
COMBINED ARMS & SERVICES STAFF TRAINING

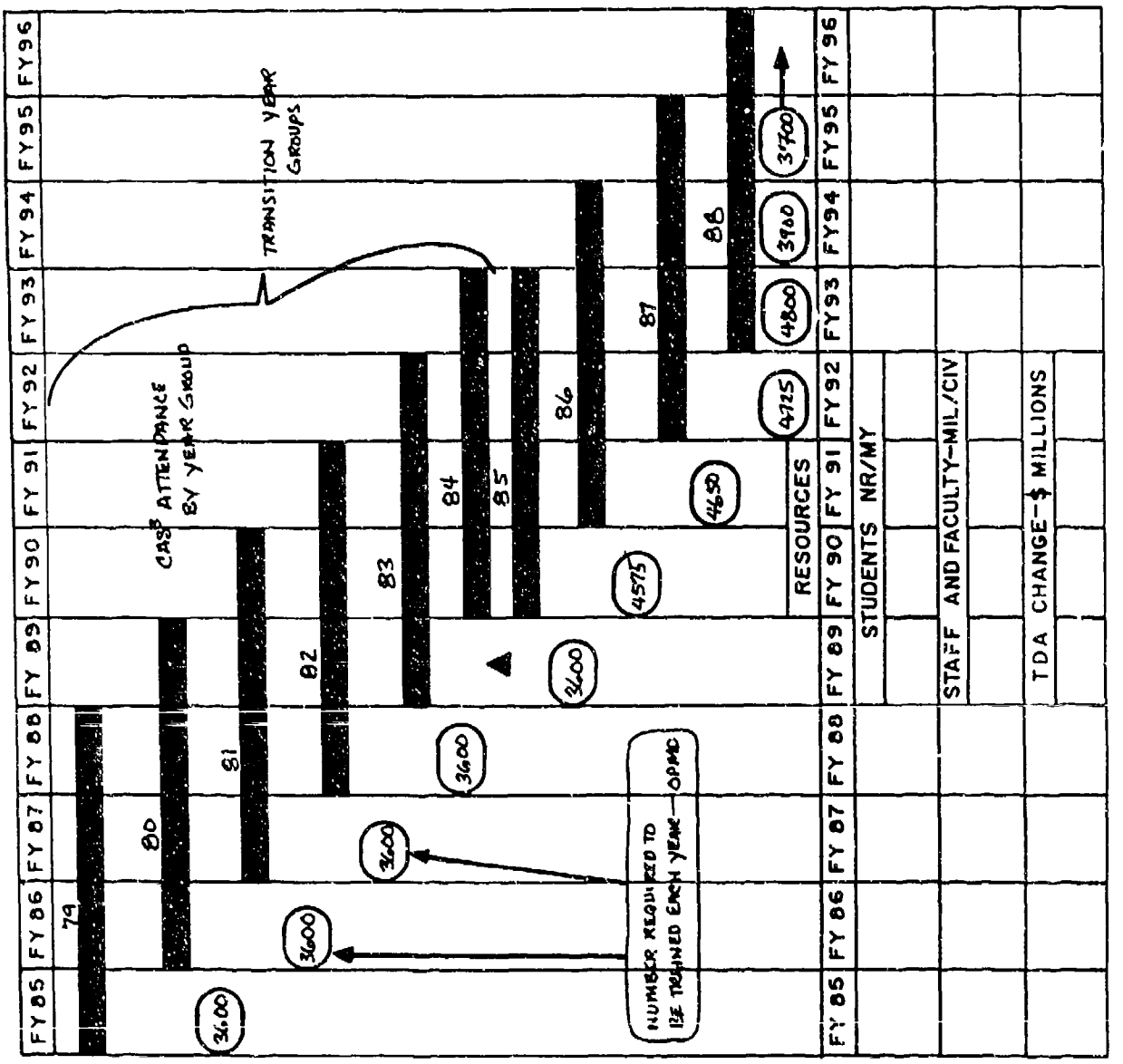
101

- o CONTINUE RAMP TO 4500 (6-9 YEARS).
  2400 IN FY86
  4500 IN FY87
- o IMPLEMENT REVISED ATTENDANCE CRITERIA
  - oo ALL OPMD/AGR CPT's BY 8 YEARS OF SERVICE.
  - oo FOLLOW ON TO OAC FOR CPT'S ASSIGNED TO ≥ BDE STAFF OR OCONUS.
  - oo ALL OTHERS ATTEND BEFORE ASSIGNED TO ≥ BDE STAFF.

PROGRAM

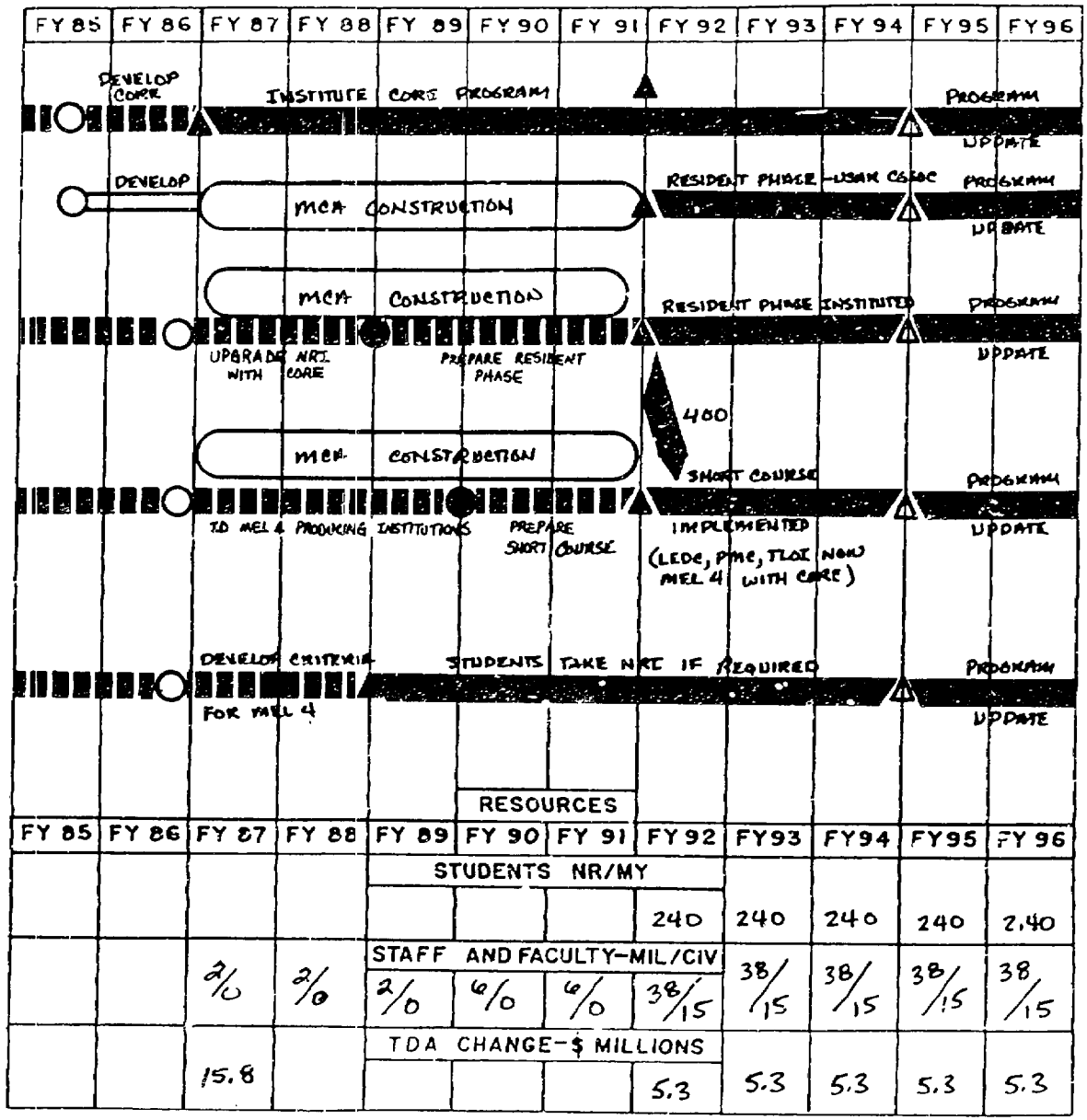
FY 85	FY 86
1200	4500
612	810
30	113
21	8.2





COMBINED ARMS AND SERVICES STAFF TRAINING
IO1
ATTENDANCE

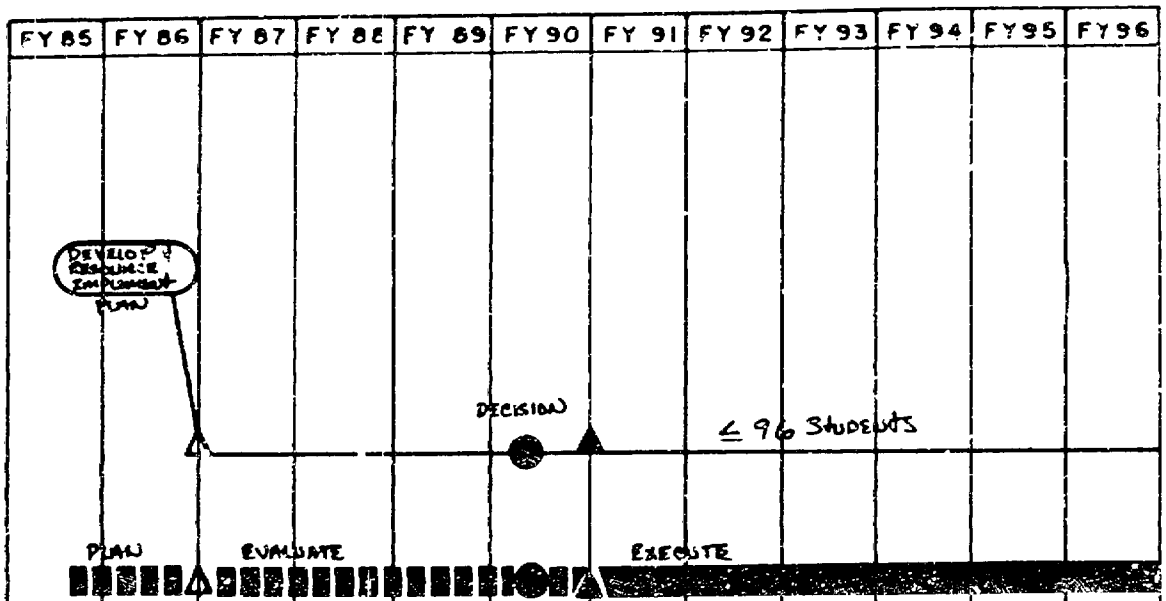
TO2 ALL MAJORS WILL COMPLETE A RESIDENT OR NONRESIDENT COMMAND AND STAFF LEVEL SCHOOL PRIOR TO LTC.



ADVANCED MILITARY STUDIES PROGRAM

TIC
CONTINUE AMSP FOR SELECTED STAFF COLLEGE GRADUATES.

- o ESTABLISH FORMAL EVALUATION PROGRAM.
  - oo ASSESS RESOURCE BENEFITS AND TRADEOFFS.
  - oo HOLD AT 40 STUDENTS UNTIL ANALYSIS IS COMPLETE.

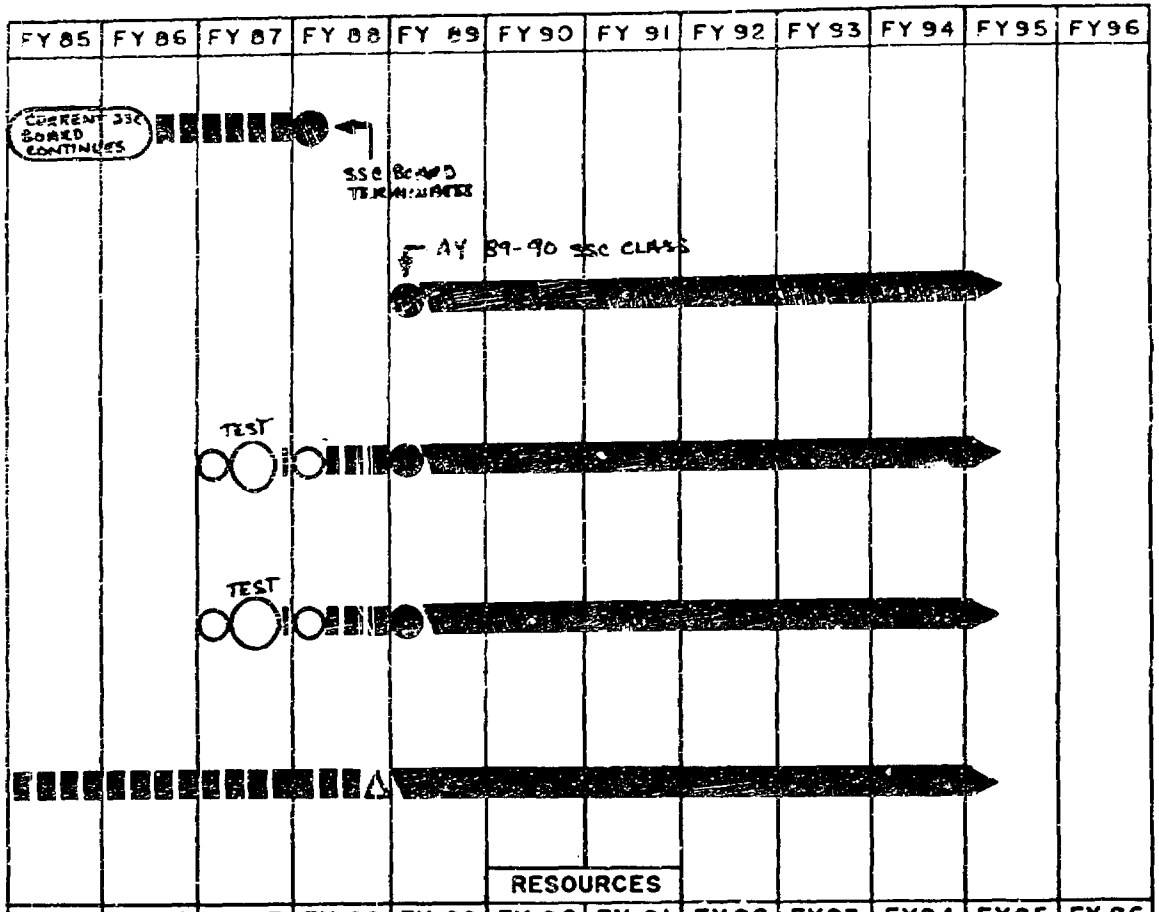


RESOURCES

FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
				STUDENTS NR/MY							
24	24	24	24	24	24	—	—	—	—	—	—
				STAFF AND FACULTY—MIL/CIV							
8/0	12/0	12/0	12/0	12/0	12/0	—	—	—	—	—	—
				TDA CHANGE—$ MILLIONS							
.005	.01	.01	.01	.01	.8						

DEVELOPMENT PERIOD - COLONEL

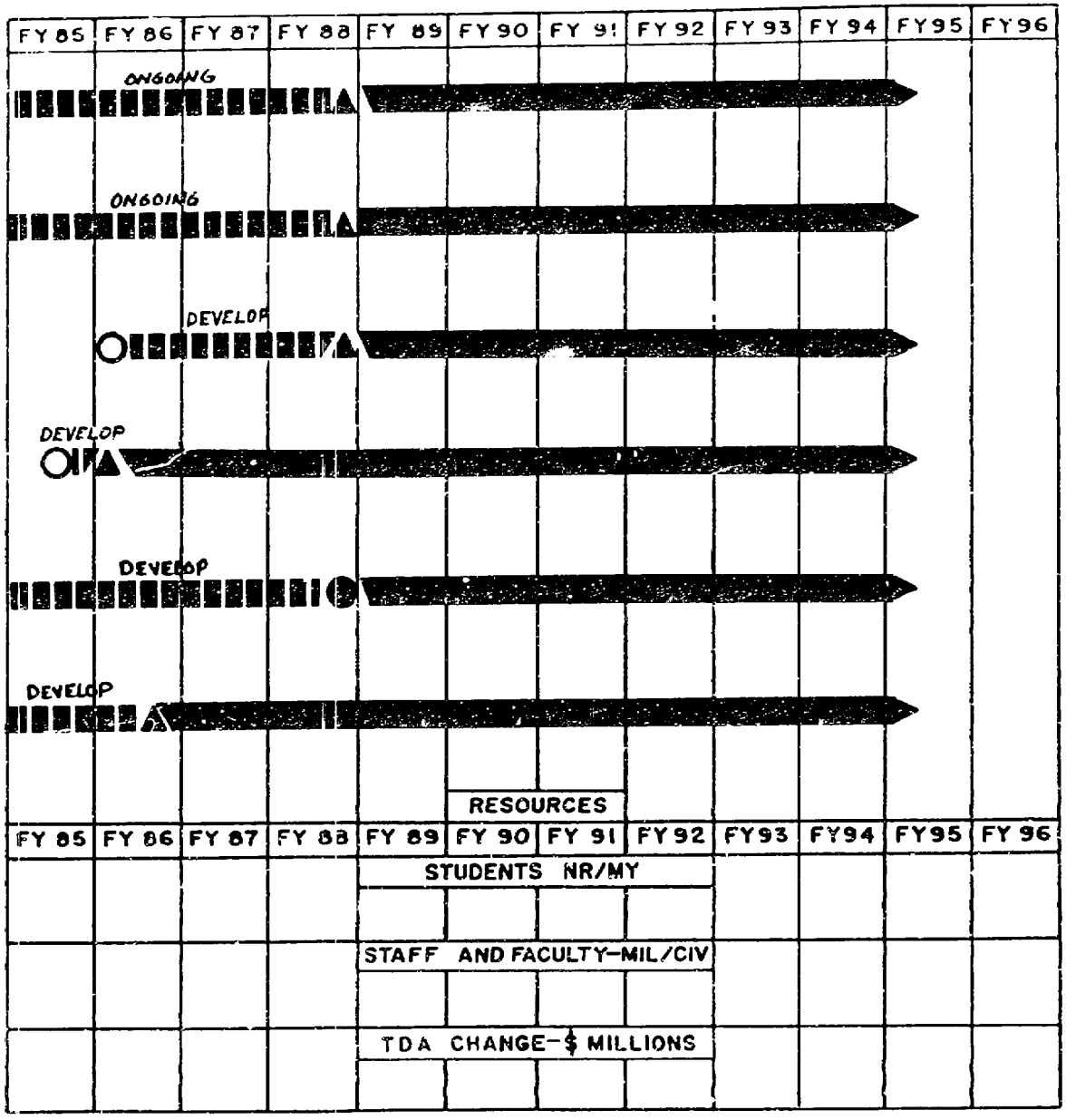
SO1 ALL AC COL/LTC(P) WILL RECEIVE SSC/EQUIVALENT LEVEL EDUCATION (RESIDENT OR NON-RESIDENT).



FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
				STUDENTS NR/MY							
	5	10	15	37	37	37	37	37	37	37	37
				STAFF AND FACULTY-MIL/CIV							
	2/0	3/0	3/0	10/4	10/4	10/4	10/4	10/4	10/4	10/4	10/4
				TDA CHANGE-$ MILLIONS							
	.1	.1	.1	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3

- 00 COL PROMOTION BOARDS WILL IDENTIFY SUFFICIENT SELECTEES, INCLUDING ALTERNATES, FOR AC ATTENDANCE AT RESIDENT SSC LEVEL SCHOOLING; REMAINDER WILL COMPLETE THE USAWCCSP, OR OTHER NON-RESIDENT PROGRAM.
- 00 ESTABLISH SSC SLATING PROCEDURE.

SO2 CONTINUE TO EXPAND MEL-1 OPPORTUNITIES THROUGH FELLOWSHIPS/ RESEARCH PROGRAMS/SELECTED NON-RESIDENT PROGRAMS/CONSTURCTIVE CREDIT.



00 CONTINUE EFFORTS TO IDENTIFY AND UTILIZE CIVILIAN FELLOWSHIP PROGRAMS.

00 INCREASE PARTICIPATION IN THE ARMY RESEARCH ASSOCIATE PROGRAM.

00 AWARD MEL-1 TO ARMY OFFICERS WHO COMPLETE THE NATIONAL WAR COLLEGE AND AIR WAR COLLEGE NON-RESIDENT PROGRAMS AFTER COMPLETION OF SPECIFIED COURSES (SEE S03).

00 ESTABLISH A CONSTRUCTIVE CREDIT BOARD.

S03
0 OFFICERS AWARDED MEL-1 WILL COMPLETE A WARFIGHTING/EAC AND "HOW THE ARMY RUNS" MODULE, SUPPORTED BY AWC.

0 DEVELOP AND IMPLEMENT IN AWC RESIDENT PROGRAM.

o ADAPT MODULE TO AWCCSP.

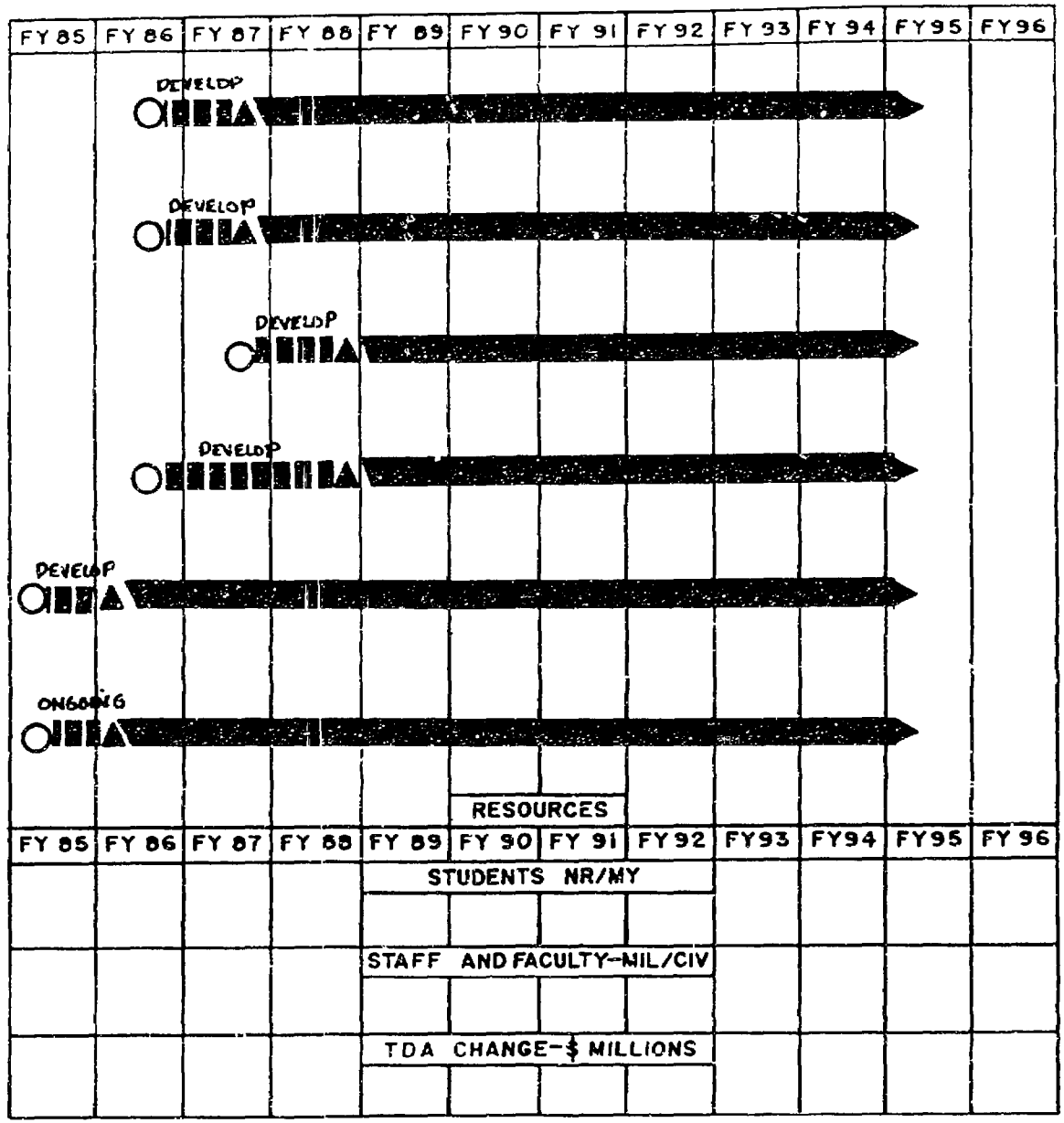
o EXPORT MODULE TO RESIDENT ATTENDEES AT OTHER SSC.

o ADAPT MODULE FOR EQUIVALENT SSC LEVEL STUDENTS AND NON-RESIDENT STUDENTS OF OTHER SSC PROGRAMS.

o DEVELOP MINIMUM QUALIFICATION FOR AWARD OF MEL-1 (CORE CURRICULUM).

S04
o ESTABLISH A CURRICULUM COORDINATION PRODUCURE BETWEEN AWC AND TRADOC.

S05
o AWC CONDUCT A FOLLOW-UP SURVEY OF ARMY SSC GRADUATES TO VALIDATE CURRICULUM RELEVANCE AND ASSIST IN FUTURE CURRICULUM DEVELOPMENT.



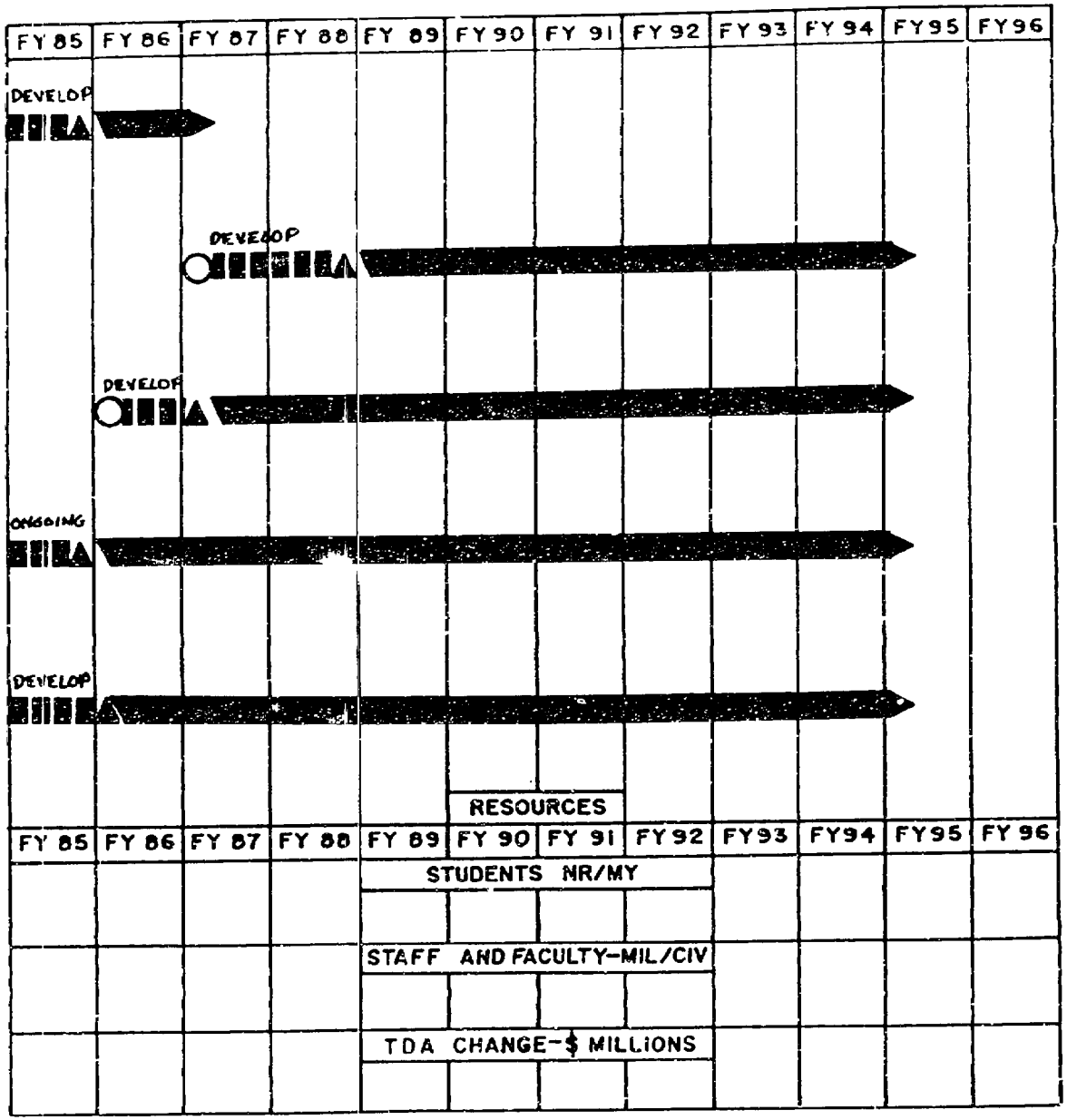
S06
O INCLUDE IN GUIDANCE FOR TAADS POSITION REVIEW THAT A PARTICULAR SSC BE SPECIFIED, IF APPROPRIATE FOR A POSITION.

S07 (DP-3 MAJ-LTC)
O LTC WILL BE ENCOURAGED TO CONTINUE THEIR PROFESSIONAL DEVELOPMENT EDUCATION THROUGH AVAILABLE SSC NON-RESIDENT PROGRAMS.

00 SSC PROFESSIONAL DEVELOPMENT PAMPHLET PUBLISHED.

S09
O ALL USAR OFFICERS SELECTED FOR MEL-1 SCHOOLING WILL RECEIVE PRIORITY FOR NOMINATION TO INA AND TPU POSITION VACANCIES.

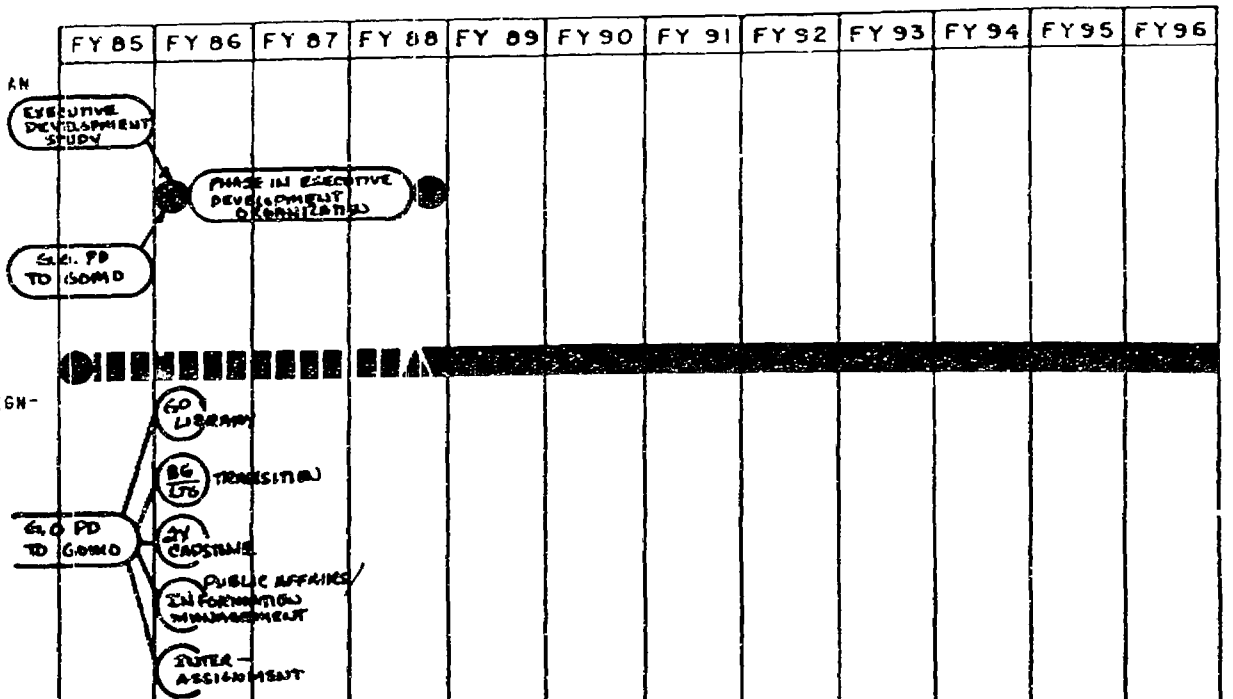
S10
O MILPERCEN SELECT COLONELS FOR THE AMP BASED ON THE OFFICERS POTENTIAL FOR CONTINUED SERVICE.



GENERAL OFFICER DEVELOPMENT PERIODS.

S31

- CONSOLIDATE GO DEVELOPMENT WITHIN AN EXECUTIVE DEVELOPMENT ORGANIZATION.
- FORMAL EXPANDED BG TRANSITION PROGRAM.
- FORMAL LTG TRANSITION PROGRAM.
- DOUBLE CAPSTONE FREQUENCY.
- PUBLIC AFFAIRS AND INFORMATION MANAGEMENT COURSES.
- INCREASED PARTICIPATION IN INTER-ASSIGNMENT AND EXECUTIVE DEVELOPMENT PROGRAMS.



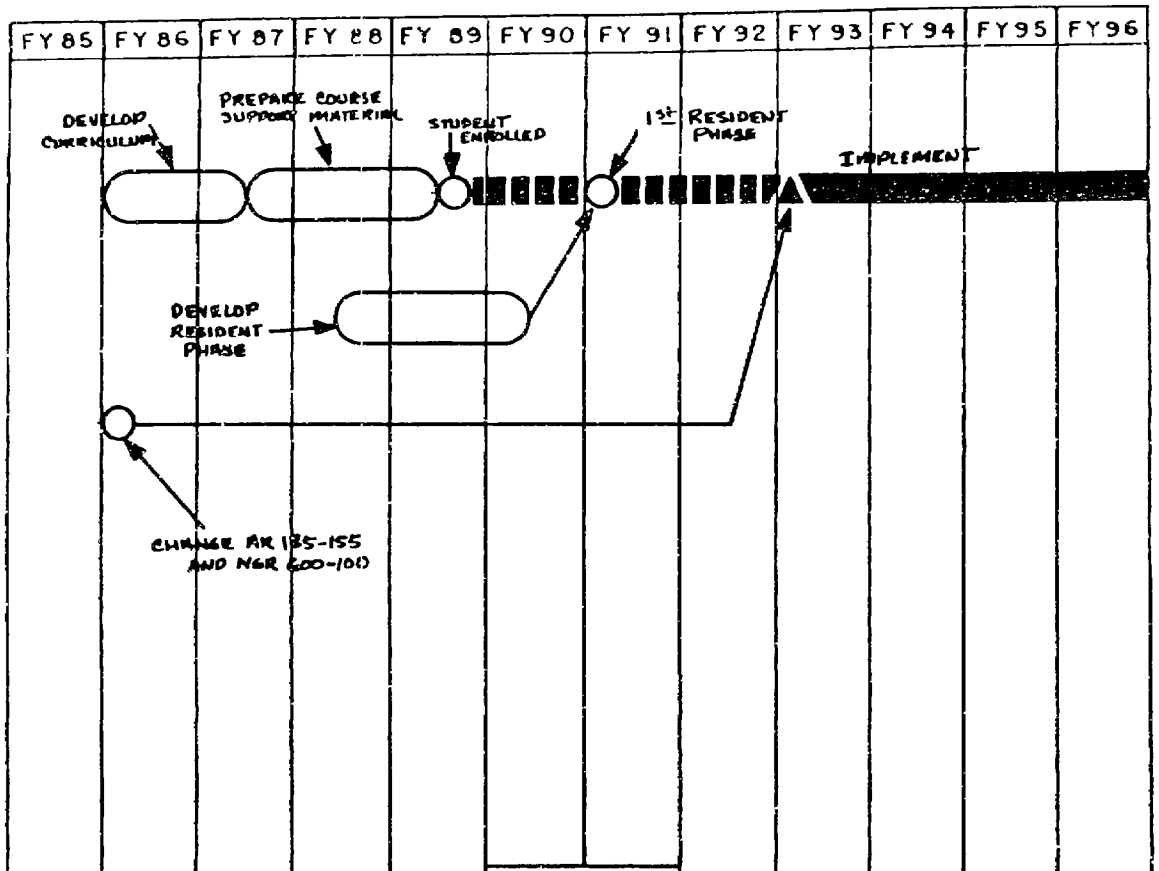
RESOURCES

FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
				STUDENTS NR/MY							
	7	8	8	8	8	8	8	8	8	8	8
				STAFF AND FACULTY—MIL/CIV							
	2/0	2/1	2/2	2/4	2/4	2/4	2/4	2/4	2/4	2/4	2/4
				TDA CHANGE—$ MILLIONS							
	1.0	1.2	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3

I 17

RC STAFF DEVELOPMENT COURSE (ACCP) DESIGNED AND IMPLEMENTED.

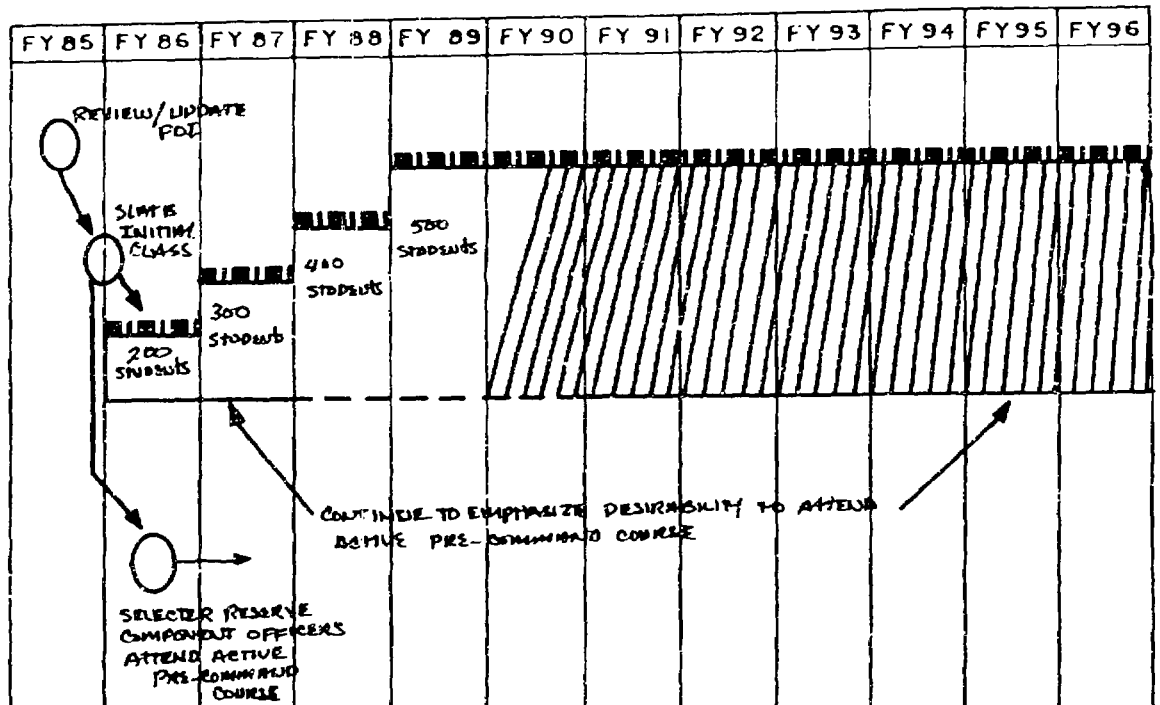
REGULATIONS CHANGED TO REQUIRE STAFF DEVELOPMENT COURSE (OR CAS3) FOR PROMOTION TO LTC (COMPLETE WITHIN 3 YEARS AFTER PROMOTION TO MAJ).



FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
				STUDENTS NR/MY							
						250/10	600/23	900/35	1200/46	1600/62	2000/77
				STAFF AND FACULTY-MIL/CIV							
	2/2	2/4	2/4	6/4	6/4	8/4	8/4	10/4	10/4	12/4	12/4
				TDA CHANGE-$ MILLIONS							
	.2	.3	.3	.4	.4	1.4	2.6	3.8	4.8	6.3	7.7

SOR
POLICY: DEVELOP A PRE-COMMAND COURSE TAILORED TO THE NEEDS OF RC O5/O6 COMMANDERS.

NOTES:
1. MOST LIKELY SITE FOR RC PCC IS NATIONAL GUARD PROFESSIONAL EDUCATION CENTER. COULD PROBABLY SUPPORT BOTH NG AND USAR COMMANDERS.
2. RESPONSIBILITY FOR REVIEWING AND UPDATING POI IS CAC. NGB. OCAR AND FORSCOM.
3. DURATION OF RC PCC IS 5-7 CLASS DAYS.

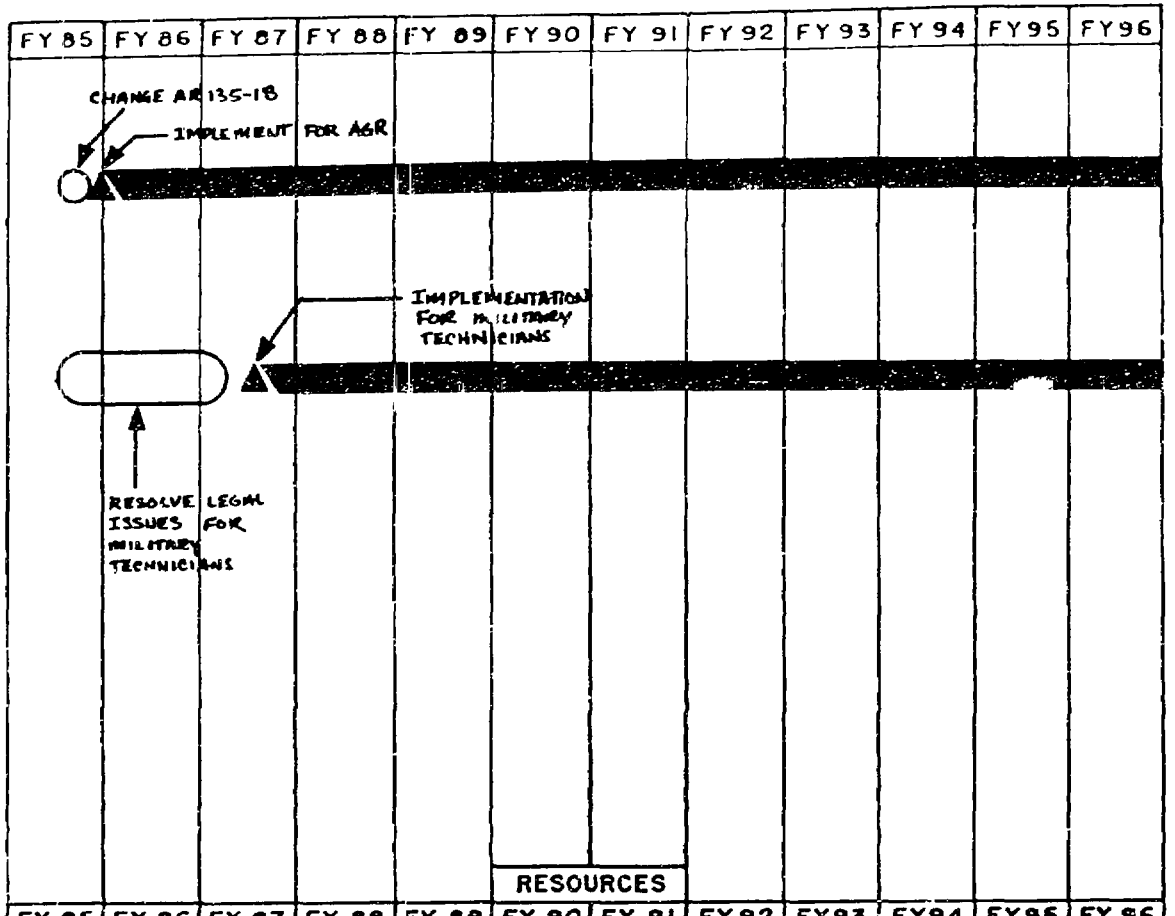


FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
STUDENTS NR/MY	200/3.8	300/5.8	400/7.7	300/9.6	500/9.6	500/9.6	500/9.6	500/9.6	500/9.6	500/9.6	300/9.6
STAFF AND FACULTY-MIL/CIV	2/0	2/0	3/1	3/2	5/2	5/2	5/2	5/2	5/2	5/2	5/2
TDA CHANGE-$ MILLIONS	.36	.54	.72	.72	.9	.9	.9	.9	.9	.9	.9

187

DEVELOP RC FULL-TIME SUPPORT OFFICERS IN ACCORDANCE WITH AC COUNTERPART.

(OAC AND CAS^3 IN RESIDENCE)



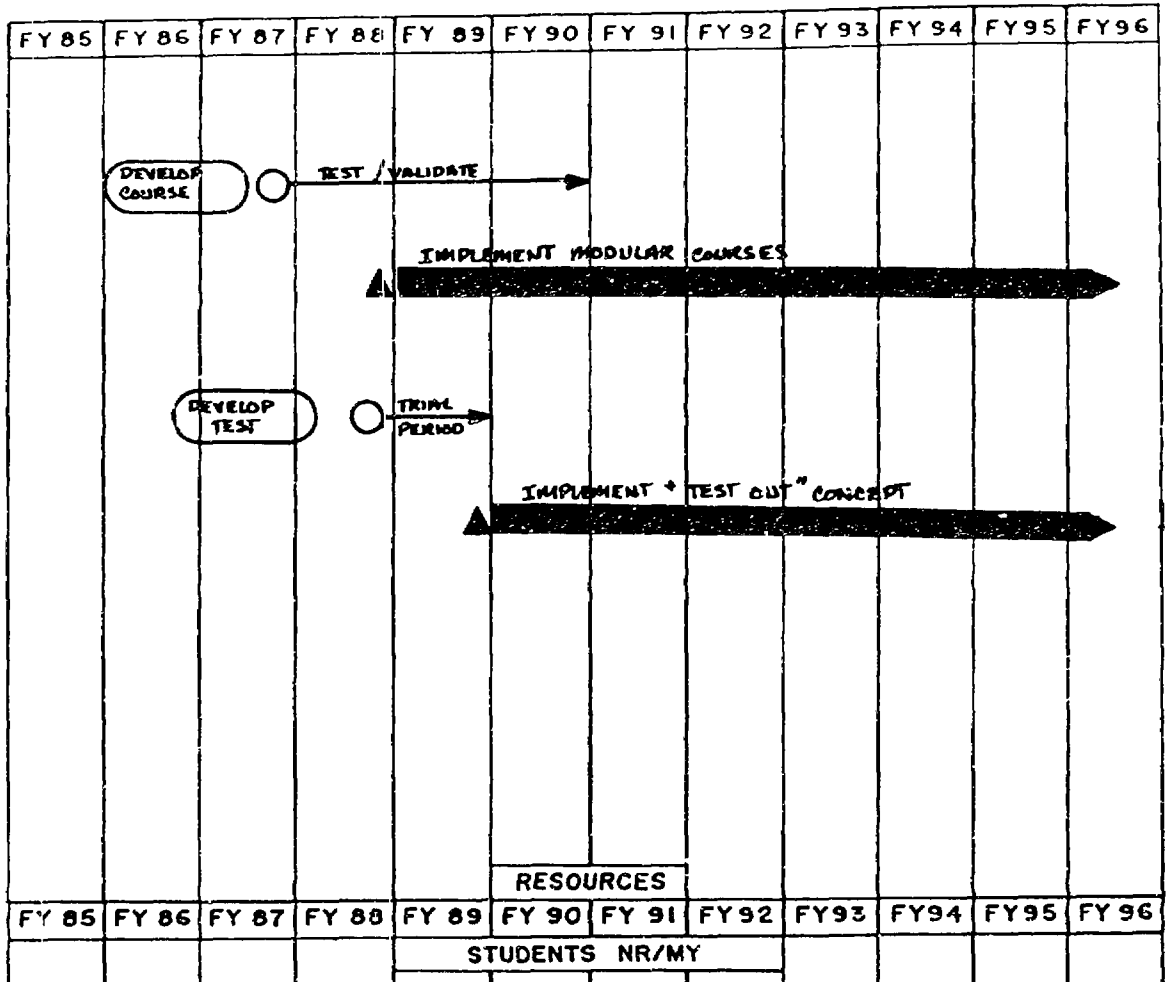
FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
				STUDENTS NR/MY							
	54.2	96.1	144.2	144.2	144.2	144.2	144.2	144.2	144.2	144.2	144.2
				STAFF AND FACULTY—MIL/CIV							
				TDA CHANGE—$ MILLIONS							
	2.8	5.9	9.4	9.4	9.4	9.4	9.4	9.4	9.4	9.4	9.4

188

DEVELOP SYSTEM TO EXPEDITE RC BRANCH CHANGE/QUALIFICATION.

BRANCH SCHOOLS DEVELOP BRANCH SPECIFIC COURSES IN SHORT MODULES.

DEVELOP SYSTEM TO DETERMINE REQUIREMENTS AND/OR EXEMPTIONS FROM REQUIREMENTS BASED ON COMPETENCY TESTING (TEST OUT CONCEPT).



Professional Development of Officers Study

Appendix 2 Action Plan to Annex E Implementation Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
F11 TRADOC require periodic seminar updates for general officers on methods to assist subordinates in adopting Army values and applying them in their lives.	Develop seminar content into exportable packages that can be used in the field; update as necessary.	TRADOC (P) ARI CCL	1Q FY87	
	Train leaders to facilitate conduct on seminars.	MACOMS (P) TRADOC		
	Determine who attends, how often, etc.	OCSA (P) TRADOC		
	Use Commanders Call or similar publications to present new material on professional values and as a supplement to seminars.	OCPA (P) TRADOC		
F12 OCSA require senior officers to speak out frequently and forcefully on how value systems form the basis for soldier motivation and care.	CSA solicit commander interest and involvement from the top down.	OCSA (P) MACOMS	4Q FY86	
F13 TRADOC integrate into every major block of instruction discussions on professional values and ethical considerations associated with the application of that instruction in real-life situations; provide appropriate materials to commanders for use in integrating values in unit professional development activities.	Develop values/ethics dilemmas that officers can be expected to encounter when involved in activities addressed by the course content presented in the schoolhouse.	TRADOC (P) OFC, CH of CHAP ODCSPER ODCSOPS	4Q FY88	
	Incorporate the above into every block of instruction as part of the course.	TRADOC		

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
F14 OCSA require the OER support form be initiated and completed within the first 30 days of the officer's rating period as the beginning point of ensuring a shared professional value system within the organization.	Publish change to AR 623-105 requiring that DA Form 67-8-1 be completed and submitted to the senior rater within 30 days.	ODCSPER (P) MILPERCEN	3Q FY85	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
COMMAND CLIMATE F20 Direct that ODCSPER allocate research funds to conduct a study of the potential and actual impact of PDOS policies on command climate.	Prepare study directive. Initiate study within one year of PDOS major policy implementation date.	ODCSPER ODCSPER (P) ARI	4Q FY87	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
FY86 ODCSPER design a phased plan to assist in developing/using professional executive ability and decision skills in the Army. The plan will provide for: a. CGSC--Assisted self assessment for professional development. Provide the officer a profile of knowledge, skills, values, temperment, and decision style to assist in own professional growth. b. AWC--An in-depth assessment for professional development using assessment instruments and simulations to provide the officer an updated profile, a check on professional growth, and eventually assist in structuring a development program for future assignments. c. Upon selection to GO--Evaluate and compile data to build and provide completed profiles (experiential, duty performance, professional strengths) of the individual for possible use in assignment and systematic transition training prior to assignment.	o ODCSPER design phased plan as described; o Establish pilot program at CGSC for developmental purposes only. The program should be feasible and sustainable, with the following program elements: for targeted positions, with job analysis, identification of dimensions, assessment, and developmental guidance. oo Targeted positions--battalion command and brigade/division staff. oo Job analysis--interview to establish dimensions (e.g., initiative, problem analysis, judgement, decisiveness, planning and organization, delegation, supervision, sensitivity, adaptability, decision style). oo Developmental guidance should consist of formal courses, readings, counseling as necessary.	ODCSPER (P) ARI; TRADOC; AWC TRADOC (P) ARI	4Q FY85 3Q FY86	(1) (2) (3) (4)

NOTES:
(1) CSA Remarks: Concept approved--ensure there are adequate provisions for pilot testing and build on programs that may already be in progress at CGSC and AWC.
(2) Conduct a systematic analysis of leadership dimensions and decision styles.
(3) Seminal work has been initiated by ODCSPER, ARI, and TRADOC: draft concept work by Dr Bill Burke.
(4) Pilot should be two phased, tied to dimensions using paper and pencil plus exercises with feedback only to the individual.

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	oo Pilot should be two phases: --Phase I: paper and pencil tests for all students, done outside of class to assess leadership and decision styles with an in-class tailored in-basket exercise that is dimension based; feedback and developmental guidance to be mailed to the student. --Phase II: Elective students involved in indepth exercises that are assessor observed and evaluated with one on one feedback, tailored to the individual.		Implement Phase I NLT school year 86-87; Phase II to be implemented NLT school year 87-88.	(5)
F92. ODCSPER continue to emphasize cohesion and stability through the NMS and COHORT initiatives.		ODCSPER (P)	on-going	(6)
F95. TRADOC reinforces and develop officer decision skills at all levels of the schoolhouse and the unit/organization through frequent use of simulations, experiential exercises and small group modalities.	a. Adjust POI/MOI to reinforce develop decision skills in the individual. (1) Retain/adjust current course content.	TRADOC/ARI Support	FY 87	(7)

NOTES:
(5) Efforts to implement a test program at AWC may begin simultaneously with CGSC contingent upon needs of AWC.
(6) NMS and COHORT provide for conditions that foster a mentoring style of leadership--a critical ingredient in developing a proper frame of reference and enhancing critical decision skills in an officer.
(7) Particular emphasis is required at the officer basic and advanced course levels; supporting actions and resource implications are included in approved Education and Training policies and in approved Mentoring policies.

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	(2) Increase emphasis on simulations, exercises, small group modalities.			
	b. Design instructor training packages to support new modality.	TRADOC	FY 87	
	c. Focus developmental emphasis as indicated: -Precommissioning-Broad General Education -OBC/OAC - Basic Analytical Skills -CAS^3/CGS - Cognitive Integration/ Advanced Decision Techniques - AWC/GO Ed - Cognitive synthesis involving future scenarios.	TRADOC/ODCSOPS	FY 87	
	d. Transition to new MOI/LOI's completed.	TRADOC/ODCSOPS	FY 88	
	e. Continue to develop simulations and experiential exercises for export to units/organizations.	TRADOC	FY 90	
	f. Develop decision skills experientially through frequent use of simulations, terrain walks, TEWTs, experiential exercises, frequent discussions designed to convey the commander's intent, "think" sessions, footlocker counseling, etc.	Commanders at all levels	FY 85 ongoing	
NOTES:				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
J 91 Self-Development The process by which each individual officer accepts primary professional development responsibility to progressively grow in mind, body and spirit to meet his/her individual potential.				
o Develop and implement a program to support professional self-development throughout each officer's career.		ODCSPER	1Q FY 86	
o Emphasize the role of commanders and supervisors at all levels in supporting individual self-development in units and organizations		ODCSPER	1Q FY 86	
NOTES				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Develop and publish professional development publication(s) which describe the fundamental principles and policies and outline the responsibilities of the individual officer and the system for professional development. o Develop and publish a professional development roadmap (PD roadmap) which outlines and describes the Officer Professional Development System.		ODCSPER	1Q FY 87 - 1Q FY 88	
	oo Include responsibilities of the individual and the role of the service schools, units, organizations and the individual assessment and evaluation programs at each professional development level. If differences exist in the career patterns for women officers they should be highlighted.	ODCSPER	1Q FY 87 - 1Q FY 88	
	oo Address branch and functional area development in addition to that which is standard for all officers (the Common Core).	ODCSPER	1Q FY 88	
	oo Describe the MQS system, to include the certification procedures.	TRADOC	(see MQS LEVELS)	
	oo List and describe professional publications (e.g., PD periodical, Infantry Magazine, Military Review).	ODCSPER	1Q FY 87	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
o Determine which professional publications, in addition to the professional development periodical, will be forwarded to each officer at no cost to the officer.		ODCSPER	1Q FY 87	
o Develop and publish a professional development periodical ("The Army Officer") which will be mailed to each individual officer. This will include sections which apply to the branch and functional area of each officer in addition to news and policies which apply to all officers (e.g., policy changes, board dates and zones of consideration, changes in the Common Core).		ODCSPER	1Q FY 88	
o Develop and publish a professional development notebook (PD notebook) for use by each officer. This notebook will include the following sections as a minimum: 1. Index for use by each officer which will reference professional development roadmap, professional development periodical and any other publications, reference or policies the officer requires to assist in his personal management and assessment of his career development program.		TRADOC	4Q FY 87	

NOTES:

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
2. A Section for self-assessment. 3. A section for self-certification of MQS tasks. 4. A section for comments by raters and mentors.				
NOTES:				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
O 94 ASSESSMENT AND EVALUATION Develop, validate and implement an individual assessment program for all officers and cadets to provide feedback for professional development. The purpose of the individual assessment program is threefold: 1. To provide feedback to the individual officer to assist him in his professional self-development efforts. 2. To provide the education and training system with a data base which will facilitate development of programs and techniques to assist in the professional development of officers. 3. To provide the basis for the development of a knowledge and skills evaluation program. o DCSPER designated the individual assessment program development and implementation coordinator.		ODCSPER (P) .TRADOC/ARI	3QFY87 2QFY85	
NOTES				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
o Develop mission and scope of the individual assessment program.		ODCSPER(P) TRADOC ARI SUPPORT	1QFY86-4QFY87	
	oo Assessment results will be used only for diagnostic purposes to provide feedback to individuals on their status relative to established standards and to other groups within the system and to assist the system in adjusting performance and standards as required.	TRADOC(P) ARI SUPPORT	4QFY87	
o Establish program assessment control mechanism.		ODCSPER(P) TRADOC and ARI SUPPORT	2QFY88-4QFY89	
	oo Review missions, requirements and status of all agencies currently engaged in individual assessment and testing programs.	ODCSPER(P) TRADOC and ARI SUPPORT	4QFY89	
	oo Develop a tracking system to provide institutions feedback on the status of their graduates as they progress through the Army. The tracking system will not be tied to a specific individual by name, but only track by branch and year group (e.g., high, low and average scores for their graduates by branch and year group compared to those for the entire Army in the same catagories).	ODCSPER(P) TRADOC and ARI SUPPORT	4QFY88	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
o Review all assessment instruments and procedures currently being used, or under review, and group under one or more of the general assessment categories.		ODCSPER(P) TRADOC, ARI SUPPORT	2QFY89-4QFY90	
o Review all current, or proposed, skill, knowledge or proficiency requirements or standards and group under one or more of these assessment categories.		ODCSPER(P) TRADOC, ARI SUPPORT	2QFY89-4QFY90	
o Evaluate match of assessment instruments and procedures with requirements and standards to determine the requirements for additional assessment or evaluation instruments.		ODCSPER(P) TRADOC, ARI SUPPORT	2QFY89-4QFY90	
o Develop and define the "Core" skills, knowledge and proficiencies required of all officers and cadets.		ODCSPER(P) TRADOC, ARI SUPPORT	1QFY89-4QFY90	
	oo Ensure that the critical skills in MOS and the Common Core of the service schools are consistent with these "Core" requirements and standards.	ODCSPER	4QFY90	

NOTES

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	oo Making maximum use of the resources of organizations and agencies currently engaged in the programs, develop an organizational structure consisting of assessment cells and center(s) (See Appendix on Assessment, for suggested notional organizational structures).	ODCSPER(P) TRADOC SUPPORT	1QFY88	
	ooo Develop mission, resource requirements and an implementation plan for the new individual assessment cells and center(s).	ODCSPER(P), TRADOC and ARI SUPPORT	1QFY88	
	ooo Revise and assign missions to current agencies based on the mission and implementation plan for the new assessment cells and center(s).	ODCSPER	1QFY88	
	oo Examine, and revise as required, current data base composition and control procedures.	ODCSPER	1QFY88	
o Validate, and revise as required, the following as general assessment categories. 1. General knowledge 2. Military knowledge 3. Abilities 4. General skills 5. Military skills 6. Other		ODCSPER(P) TRADOC, ARI SUPPORT	2QFY89 - 4QFY90	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
o Select the critical assessment instruments to be used to provide feedback to the individual officer at each professional development level.	oo Validate the instruments. oo Implement initial individual assessment program.	TRADOC	1QFY90-4QFY91	
o Ensure that current TRADOC achievement testing program complements the initial individual assessment program.		TRADOC	1QFY90-4QFY91	
o Develop and implement remedial training program for use in conjunction with the individual assessment program.		TRADOC	1QFY90	
o Develop and implement an individual assessment program information plan to explain the purpose and scope of the program to the officer corps.		TRADOC	1QFY86	
o Implement the individual assessment program.		TRADOC	1QFY92	
Develop, validate and implement an individual knowledge and skills evaluation program. o Determine which of the "Core" skill and knowledge requirements and standards will be evaluated.		TRADOC	1QFY89-4QFY90	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	oo Verify or develop assessment or evaluation instruments and procedures to be used.	TRADOC	1QFY89-90	
	oo Verify institutions to participate in the individual evaluation program test.	TRADOC	1QFY89-90	
	oo Develop information plan to publicize the effort to the officer corps.	TRADOC	1QFY89-90	
	oo Implement initial individual evaluation program.	TRADOC	1QFY89-90	
o Assessment cells or center(s) will recommend when assessment instruments have been deemed sufficiently accurate to be used to validate standards and are suitable for use in either the evaluation or selection process (competency testing).		TRADOC	1QFY95-4QFY96	
o Expand remedial training program to include individual evaluation program.		TRADOC	1QFY95-4QFY96	
o Implement individual evaluation program.		TRADOC	4QFY96	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
J93 Military Qualification Standards (MOS) System:				
o TRADOC complete review of officer and enlisted training publications (e.g., MQS and Soldiers Manual of Common Tasks) and standardize format, content, and where possible the task numbering system.		TRADOC	2Q FY 88 - 1Q FY 90	
o TRADOC complete review of officer and enlisted institutional training and establish procedures to insure common skills and tasks are taught in a uniform manner.		TRADOC	2Q FY 88	
o TRADOC, in conjunction with the review and development of MQS core tasks, insure linkage and compatibility with the development of Common Core Skills, knowledge and proficiencies through each professional development level (ANNEX P) (e.g. vertical linkage between MQS II and III common tasks development and capability with OAC and OSC Common Core development).		TRADOC	2Q FY 86	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTE
o TRADOC develop a standardized certification process for each MOS level.		TRADOC	1Q FY 88	
	oo Certification process will include provisions for individual self-certification of all tasks not certified in the institution.	TRADOC	1Q FY 88	
	oo Certification process will include provisions for comments by the individual officer's rater regarding MOS tasks completion.	TRADOC	1Q FY 88	
	oo The certification process will not initially be tied to the evaluation system (OER).	TRADOC	1Q FY 88	
	oo Standardize certification procedures for all critical common tasks.	TRADOC	(See each MOS level)	
	oo Include evaluation of MOS learning, retention and validation of the certification process as an objective in the individual assessment program.	TRADOC	1Q FY 89	
o Develop and implement standard block of instruction and supporting materials explaining the MOS system for use in the service schools, units and organizations.		TRADOC	1Q FY 88	
o Develop articles explaining MOS system for use in all professional publications.		TRADOC	4Q FY 85 - 4Q FY 86	

NOTES

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
o Monitor the fielding/implementation of MQS I.				
	oo Review the standardized task summaries with the objective of reducing the number to approximately 50.	TRADOC	4Q FY 86	
	oo Designate no more than 25 of of standardized task summaries as critical.	TRADOC	1Q FY 86	
	oo Develop and implement a standardized certification plan.	TRADOC	4Q FY 86	
	ooo Provide certification guidance for all tasks.	TRADOC	3Q FY 86	
	ooo Each PMS will certify all critical tasks and follow standard procedures for certification of all other standardized task summaries.	TRADOC	3Q FY 86	
	oo Develop method of validating MQS I task certification process for officers beginning OBC as part of the individual assessment program.	TRADOC	4Q FY 86	
	oo MQS I implementation.	TRADOC	1Q FY 89	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
o Proceed with the fielding/ implementation of MQS II.	oo Obtain CSA formal approval of MQS II.	TRADOC	2Q FY 85	
	oo Review, standardize and validate the critical tasks in MQS II.	TRADOC	4Q FY 86	
	ooo Designate no more than 50 tasks from the Common Tasks Manual as critical.	Proponents	4Q FY 85	
	ooo Designate no more than 25 tasks from the Branch Specialty Tasks Manual as critical.	Proponents	4Q FY 85	
	ooo Designate branch specific critical task certification procedures.	TRADOC, and Proponent	1Q FY 86	
	ooo Establish standard format for all MQS II manuals.	TRADOC, Proponents and ATSC	1Q FY 86	
	ooo Publish critical common task certification procedures.	TRADOC and ATSC	2Q FY 86	
	oo Standardize MQS II certification process for all proponents.	TRADOC lead and Proponents	1Q FY 86	
	oo Develop method of validating MQS II task certification process for officers beginning OAC as part of the individual assessment program.	TRADOC	4Q FY 87	
	oo Implementation of MQS II.	TRADOC	4Q FY 88	

NOTES

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
3. Proceed with the testing/fielding and implementation of MQS III.		TRADOC	3Q FY 88	
	oo Obtain CSA formal approval of MQS III concept.	TRADOC	3Q FY 87	
	oo Review, standardize and validate the critical tasks in MQS III.	TRADOC	3Q FY 87	
	ooo Designate no more than 25 tasks from the Common Tasks Manual as critical.	TRADOC	3Q FY 87	
	ooo Designate no more than 50 tasks from the Branch Specialty Tasks Manual as critical.	Proponents	3Q FY 87	
	oo Establish standard certification procedures for all proponents.	TRADOC	3Q FY 87	
	ooo Publish common critical task certification procedures.	TRADOC	4Q FY 87	
	ooo Designate branch specific critical task certification procedures.	TRADOC	4Q FY 87	
	oo Develop and institute instruction on MQS III certification.	TRADOC	1Q FY 88	
	oo Implement MQS III.	TRADOC	3QFY88	

NOTES

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
o Develop a field grade MQS IV for O4's and MQS V for O5's.		TRADOC	1Q FY 92	
	oo Obtain CSA formal approval of MQS IV and MQS V concept.	TRADOC	1Q FY 90	
	oo Complete a front-end task analysis.	TRADOC	2Q FY 88	
	ooo Develop both branch and functional area tasks in addition to common tasks.	TRADOC	2Q FY 88	
	ooo Tasks must include planning and conducting division level and above and joint operations. Determine proficiencies required for high level TOE and TDA assignments.	TRADOC	2Q FY 88	
	ooo Tasks will address doctrine on how the Army runs.	TRADOC	2Q FY 88	
	oo Develop method of validation and self-certification.	TRADOC	2Q FY 88	
	oo Designate MQS IV and MQS V critical common tasks as well as critical branch and functional area tasks and limit to no more than 50 critical tasks in each of these categories.	TRADOC	2Q FY 88	
	oo Include a professional military reading program.	TRADOC	1Q FY 90	
	oo Implement MQS IV and MQS V.	TRADOC	1QFY92	

NOTES

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
084 Commit to a long-term schoolhouse strategy which: a. Redefines the role of the instructor so that he serves as "mentor" to students--i.e., functions as small group leader, teacher, role model, doctrine writer, course and courseware developer for only one small student group at a time. b. Modifies staffing guide to accomodate the broadened role of faculty mentor. c. Develops a pilot plan to gradually transition current OAC's to a "faculty as mentor" model.	(1) Modify instructor staffing standards to permit adequate time for single group mentoring, doctrine writing, and computer courseware development by faculty. Use OAC's for pilot testing.	ODCSOPS (P); TRADOC; DAS; ODCSPER	3Q FY 85	(1)
	(2) Request added OAC staffing support per new staffing guides.	TRADOC (P); ODCSPER	3Q FY 85	(2)
	(3) Transition pilot program OAC's to support the new model.	TRADOC (P); ODCSPER	2Q FY 86	
	(4) Pilot test mentor program at selected OAC's; assess and decide "go - no go"; revise/expand programs as necessary based on assessment.	TRADOC	1Q FY 87	

NOTES:
(1) (086) Create a limited number of senior faculty/staff positions in schools (notionally 25 total) for experienced senior officers to serve extended tours so as to enhance credibility, expertise, and stability. This should not be interpreted as a policy to encourage "homesteading".

(2) Review allocation of officers assigned as instructors to ensure appropriate maturity and expertise.

WARRIOR SPIRIT

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
J80 Develop a pre-commissioning Warrior Spirit program.		TRADOC (P) ODCSPER ODCSOPS	4Q FY 90	
	A. Continue physically challenging training experiences (e.g., obstacle courses, confidence courses, and leader reaction courses).	TRADOC (P) ODCSPER	NA	
	B. Examine the feasibility of allowing Airborne and/or Air Assault training for all cadets who volunteer and qualify for entry. o Standards for entry and graduation will remain high.	TRADOC (P) ODCSPER	2Q FY 86	
	C. Examine feasibility of implementing other challenging and stressful training experiences (e.g., escape and evasion training, mountaineering, rappeling, patrolling, RECONDO, combatives, and combat sports) during pre-commissioning programs.	TRADOC (P) ODCSPER	4Q FY 86	

NOTES:

WARRIOR SPIRIT

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	D. Develop and implement a common block of instruction for all pre-commissioning programs which defines and emphasizes the Warrior Spirit concept.	TRADOC (P) ODCSOPS ODCSPER	4Q FY 87	
	o Ensure cadre training includes instruction on Warrior Spirit.	TRADOC (P) ODCSPER	3Q FY 87	
	o Select readings which reflect the Warrior Spirit and ensure that they are part of professional development readings.	TRADOC (P)	4Q FY 87	
	o Instruction will reference readings.	TRADOC (P) ODCSPER	4Q FY 87	
	o Ensure current service school POI includes readings and instruction on the "threat".	TRADOC (P) ODCSOPS	4Q FY 87	
	o Examine feasibility of implementing familiarization firing program with foreign small arms (e.g., Brit, Czech, Soviet, and Chicom) during all pre-commissioning programs.	TRADOC (P) ODCSOPS ODCSPER	4Q FY 87	
	o Train/continue to train each cadet/candidate in the fundamentals of tactics, camouflage, and the employment of individual and crew-served weapons for the express purpose of gaining confidence in their use and employment.	TRADOC (P) ODCSPER	4Q FY 87	
NOTES:	o Train/continue to train each cadet/candidate to qualify with a rifle or pistol (preferably both) at least once prior to commissioning.	TRADOC (P) ODCSPER	4Q FY 87	

WARRIOR SPIRIT

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	E. Review ROTC POI (including Basic and Advanced Summer Camps) to ensure that training reinforces Warrior Spirit characteristics. o Intent is to review steps of policy J80-D after changes have been in place for about one year to ensure the system fits together well.	TRADOC (P)	2Q FY 89	
	F. Review USMA and OCS POIs to ensure that training reinforces Warrior Spirit characteristics. o Intent is to review steps of policy J80-D after changes have been in place for about one year to ensure the system fits together well.	ODCSPER (P) TRADOC	2Q FY 89	
J81 Reinforce the Warrior Spirit throughout each officer's career.		TRADOC (P) ODCSOPS MACOMs	4Q FY 95	
	A. Continue semi-annual physical fitness testing.	ODCSOPS (P) MACOMs	NA	
	B. Examine the feasibility of permitting all officers who volunteer and qualify for Airborne, Air Assault, and/or Ranger to attend. o Course standards for entry and graduation will remain high.	TRADOC (P) ODCSOPS	4Q FY 86	
NOTES				

WARRIOR SPIRIT

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	C. Examine the feasibility of implementing challenging and stressful training experiences (e.g., obstacle courses, confidence courses, leader reaction courses, escape and evasion training, mountaineering training, rappeling, combatives, combat sports, patrolling, and RECONDO) during the resident portions of each school experience (OBC, OAC, CGSOC, SSC).	TRADOC (P) ODCSOPS	4Q FY 87	
	D. Ensure the professional development reading program (e.g., MQS) contains readings on the Warrior Spirit and the "threat". o Readings should be appropriate for combat arms, combat support, and combat service support. o Give each officer the books and readings for his professional development level.	TRADOC (P)	4Q FY 87	
	E. Develop and implement blocks of instruction and readings on the Warrior Spirit in all schools (OBC, OAC, CGSOC, SSC).	TRADOC (P) ODCSOPS	4Q FY 88	
	o Incorporate readings and instruction on the "threat".	TRADOC (P) ODCSOPS	4Q FY 88	
NOTES:	o Examine the feasibility of implementing familiarization firing with foreign small arms (e.g., Brit, Czech, Soviet, and Chicom) at all service schools (OBC through SSC). oo If resource constraints preclude this, consider selective implementation (e.g., all infantry officers during OBC, then OAC).	TRADOC (P) ODCSOPS	4Q FY 88	

WARRIOR SPIRIT

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	F. Ensure that seminars and lectures highlighting Warrior Spirit are included in school and unit/organizational professional development programs (cover the ways Warrior Spirit is applicable to the officers of each particular branch and organization at their particular place and time in the Army).	TRADOC (P) ODCSOPS MACOMs	4Q FY 89	
	o Ensure service school instructor training programs include instruction on Warrior Spirit.	TRADOC (P) ODCSOPS	3Q FY 88	
	o Begin Warrior Spirit lectures and seminars in all service schools.	TRADOC (P) ODCSOPS	4Q FY 88	
	o Prepare Warrior Spirit discussion leader packages suitable for export Armywide for all type units to facilitate these discussions.	TRADOC (P)	3Q FY 89	
	o Begin Warrior Spirit seminars in all unit/organizational professional development programs worldwide.	MACOMs (P)	4Q FY 89	

NOTES:

WARRIOR SPIRIT

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	c. Build and reinforce individual confidence and competence during each school experience through study and practical exercises involving basic tactics, current doctrine, and weapons employment.	TRADOC (P) ODCSOPS	4Q FY 90	
	o Develop a series of "how to" books to teach/refresh the basics of weapons, tactics, doctrine, and organizations.	TRADOC (P) ODCSOPS	3Q FY 89	
	o Develop wargames for individual and/or group use. oo For use in schools and/or units/organizations. oo To reinforce principles of doctrine, encourage experimentation and innovation, and build individual and team skills.	TRADOC (P) ODCSOPS	4Q FY 90	
NOTES				

WARRIOR SPIRIT

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	H. Examine feasibility of implementing annual weapons qualification firing (with at least a rifle or pistol, preferably both) for all officers.	ODCSOPS (P) TRADOC	4Q FY 95	
	o Examine and implement in phased manner.			
	- Phase 1: Provide the resources to do the firing now required by regulation.	ODCSOPS (P) MACOMs	4Q FY 87	
	- Phase 2: Add all officers during the resident portions of all school experiences (OBC, OAC, CCSOC, AWC).	TRADOC (P) ODCSOPS	4Q FY 89	
	- Phase 3: Add all officers in all forward deployed organizations.	Forward deployed MACOMs (P) ODCSOPS	4Q FY 91	
	- Phase 4: Add all officers in CONUS organizations.	CONUS MACOMs (P) ODCSOPS	4Q FY 93	
	-- Consider adding Reserve Component (RC) officers in troop program units (TPUs) for at least familiarization firing.			
NOTES	-- RC officers in Individual Ready Reserve (IRR) will conduct weapons qualification or familiarization when mobilized or within one year after assigned to a TPU.			
	- Phase 5: Add all officers worldwide in all organizations not yet included in the program.	MACOMs (P) ODCSOPS	4Q FY 95	

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
I81 There will be a common core to provide officers the roadmap to progressively master the Art and Science of War. The map will show transitions in a career pattern which require mastery of common core skills needed in that period. oo The core skills will include as a minimum: - Appropriate theoretical knowledge and a set of practical skills/proficiencies oriented on "How the Army Fights" and How the Army Runs" at each level of responsibility. - The knowledge of the human dimension of combat. - A historical perspective of war. - The ability to envision future war. oo The common core will be the basis the primary Army schools (eg., OBC, OAC, CGSC, AWC) will use to support the transition period developmental experience. This common core will be used to support training and professional development at units and organizations.	a. Develop common core.	TRADOC (P), USACAC ODCSOPS, FORSCOM	2d Qtr FY86	1
	b. Coordinate common core with AWC.	TRADOC (P), USACAC	2d Qtr FY86	
	c. Provide common core to all service schools and MACOMS.	TRADOC (P), USACAC	2d Qtr FY86	
	d. Service schools implement common core for courses supporting transition periods.	TRADOC (P), USAWC	1st Qtr FY87	2
	e. MACOMS incorporate common core in all training programs.	All MACOMS	1st Qtr FY87	

NOTES
1/ Common core development is also reflected in the various transition periods as related to other policies
2/ Common core development must be coordinated between DCSOPS, for the AWC, TRADOC for the TRADOC schools and FORSCOM for the reserve component schools.

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
I82 Develop exportable simulations (wargames) for units/organizations which can be used during small unit training or off duty by the officer.	a. Determine the types of simulations required by all MACOMS to support their missions and include the common core.	TRADOC (P), all MACOMS, ODCSOPS	2d QTR FY86	1
	b. Determine the hardware requirements to support the simulation	TRADOC (P), all MACOMS, USAISC	4th QTR FY86	
	c. Develop wargame simulations.	TRADOC (P), USACAC	4th QTR FY88	2
	d. Procure hardware.	TRADOC (P), USAISC	4th QTR FY88	
	e. Distribute hardware to MACOMS.	TRADOC (P), all MACOMS, USAISC	1st QTR FY 89	

NOTES:
1/ This initiative is a component of the CCBI package which will be emphasized during Development Periods LT and CPT. Assessment of new simulations will follow some assessment cycle as other computer technologies.
2/ Computer simulations will require continuous upgrade and maintenance based upon new weapon systems deployment and mission changes.

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
I83 Commanders will have a program of warfighting seminars at units and in organizations focusing officers' attention on the unit/ organizations mission in a wartime	a. Develop guidelines for seminars at units to include requirement to discuss common core requirements.	ODCSOPS	3d QTR FY86	
	b. All MACOM's institute unit seminars.	All MACOMS	1st QTR FY87	
	c. Incorporate simulations in the unit seminars.	All MACOMS	2d QTR FY89	1
	d. Include in the seminar program discussions on the warrior spirit.	All MACOMS	5th QTR FY89	2
I84 Service school commandants will have a program of warfighting seminars focusing student attention on the branch/functional area missions in a wartime situation	a. Develop guidelines for seminars at service schools.	TRADOC (P) ODCSOPS	3d QTR FY86	3
	b. All service schools implement seminars.	TRADOC	1st QTR FY87	

NOTES:

1. Wargame simulations are covered in a separate policy.
2. Literature for the warrior spirit program and implementation are covered in the warrior spirit policies.
3. Seminars do not necessarily have to be incorporated in the course curriculum. It may be conducted after hours.

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
III Each branch school will provide a course of instruction or package for field grade officers to refresh and acquaint them with the latest branch doctrine and new equipment. o All field grade OPMD managed officers will receive branch refresher prior to branch assignment from a functional area or branch immaterial assignment.	a. Design program of instruction.	TRADOC (P) Branch Proponents	4Q 85	(1)
	b. Develop refreshers packages.	TRADOC (P) Branch Proponents	2Q 86	
	c. Conduct pilot courses for branches with resident refresher.	TRADOC (P) Branch Proponents	4Q 86	
	d. Develop LOI for assignment officers to implement assignment policy.	ODCSPER (P) USAMILPERCEN	3Q 86	
	e. Implement policy.	ODCSPER (P) USAMILPERCEN TRADOC	ONGOING	(2)

NOTES: (1) Program of instruction could be either resident or non-resident as determined by the branch proponents.

(2) Costing was based on 2000 officers a year needing refresher and one half (1000) taking resident course of two weeks.

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
J70 Develop/define contents of Common Core identifying those attributes, skills, knowledge and proficiencies which provide for what an officer must be, should know and should be able to do across all development levels. Design Common Core so that it incorporates the Fundamental Principles of Officer Professional Development.	a. Components of the Common Core will include as a minimum: -Professional Values. -Warrior Spirit. -Leadership/Mentoring. -Art and Science of War. -Broad General Knowledge. -Action Oriented Thought Process. b. Determine which elements of the Common Core will be part of the Common Core curriculum in the schoolhouse and which will be part of the self-development program. o Ensure that those critical common tasks indentified for MQS I through MQS V are incorporated into the Common Core.	a. TRADOC b. TRADOC	a. 4QFY90 b. 1QFY89	
NOTES				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	c. Determine which elements of the Common Core should be incorporated into the individual assessment program.	c. TRADOC	c. 1QFY89	
J71 Incorporate Common Core Curriculum in all levels of schooling from precommissioning through SSC.	a. Designate a responsible agency to coordinate the implementation of the Common Core into the school system.	a. TRADOC	a. 1QFY87	
	b. Task responsible agency to monitor Common Core FOIs throughout school system to ensure continuity between courses--Precommissioning programs, OBC, OAC, CAS3, CGSOC and SSC.	b. TRADOC	b. 1QFY87	
	c. Determine best methods of presenting the Common Core--modular, integrated or combination of both -- and ensure that the Common Core is presented uniformly for each course level and is coordinated between course levels.	c. TRADOC	c. 1QFY90	

NOTES

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	d. Task responsible agency to monitor relationship of schoolhouse and self-development Common Core requirements to ensure coninuity.	d. TRADOC	d. 1QFY87	
	e. Task responsible agency to develop and publish method by which a Common Core component can be added or deleted from the Common Core.	e. TRADOC	e. 1QFY90	
	f. Incorporate Common Core concept in a Professional Development Road Map to provide a guide for what an officer must be, should know and should be able to do.	f. TRADOC	f. 1QFY90	
NOTES:				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTE(S)
Policy F70: (1) Direct TRADOC to accelerate the introduction and use of computer-communication based instruction (CCBI) technologies, as indicated, for development periods 1-6, into military schools, initially, then into units/organizations and ultimately for use by individual officers. (2) Recommend consider adding a new CCBI Directorate under the TRADOC Deputy Chief of Staff for Training and located at the Soldiers' Support Center. Policy F71: HQDA approve the resource augmentation necessary to accomplish Policy F70. An estimate of the resource requirements is provided (Vol III, Annex P, App 4) with the provisions for further analysis of cost estimates and overlap with parallel computer technology initiatives, see Policy 77.	o Obtain CSA/VCSA approval for DMO for CCBI nucleus cell.	PDOS Group (P) DAS	Dec 84	
	o Obtain $ to operate CCBI nucleus cell (FY 85 - 75K for ADP and 32K TDY) (FY 86 - 32K for TDY).	ODCOPS-TNG (P)	3Q85	
	o Prepare INFO/MEDIA plan and execute.	PDOS GP (P) w/PAO ODCSOPS-TNG w/PAO	2Q85	
	o Coordinate with TRADOC on location and office space.	ODCSOPS-TNG (P) SSC, ATSC or CATA	3Q85	NOTE 3
	o Activate CCBI nucleus cell. Obtain personnel for CCBI nucleus cell/1-fol, 2 civ, 4(AC), 1(RC).	TRADOC (P) ODCSPER/MILPERCEN ODCSOPS-TNG	Early 4Q85 (target 31 Jul 85)	
	o Monitor progress on policies F-72 (for 1 off for OPS TNG) F-73 & F-73 (for User S) F-74 (Inspect in Room contract) F-75 (3 Post Master's offices) F-76 (ARI Contract) F-77 (CERL Contract) F-78 (CCSI Trng) (Faculty) F-79 (Joint AI BSH) F-83 (DACSIM MIT & Harvard) F-84 (ARC-CA1) F-87 (RC contract) F-88 (ASA sponsored by DA3) F-89 (ASB summer study) F-90 (AR 350-1) D-85 & F-91 (Master staffing) o Create DA directed PDIP for proponent costing.	TRADOC DCST [TRADOC CCBI BIE (P)] o ODCSOPS-TNG o PA & E o DACSIM o ARI o CERL o MILPERCEN o ARC o SSC o ODCSPER o AMC or MMC (FBB) ODCSOPS-TNG (P)	4Q85 3Q85	NOTE 1 NOTE 2
	o Formalize CCBI Dir charter & relationships with other agencies. o Select which Education Institutions to establish formal link with (some possibilities: Carnegie-Mellon, Drexel, Yale, MIT, Harvard, U of Ill, Stanford, U of Mass).	o TRADOC CCBI BIE (P) o ODCSOPS-TNG 2Q 86 o TRADOC TNG TECH PLN activities o TRIAD o ODCSPER (cont ed prog) o DACSIM/ODCSOPS o SSC o Other services o DOD & other Fed agencies o Civ highe. ed institutions o ARI	2Q 86	

NOTES:

1. Initial PDIP for CCBI funds will be prepared by ODCSOPS-TNG by end of Mar 85.
2. "Users" of CCBI funds include schools (AC), special BR's, RC and Army continued Education Program.
3. Suggested TRADOC organization option: Set up for DCST a situation like that between DCSTE and CDEC. This would create an SES level CCBI counterpart for MG Edwards similar to that between MG Drummond and CDEC SR Grade civilian (Dr. Bryson). Locate CCBI directorate at SSC.

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Policy F72 Augment ODCSOPS, Training with one officer space to monitor the CCBI expansion program and effect the necessary coordination with DACSIM and OCSA (US Army FORUM).	Obtain CSA/VCSA approval for DMO of 1 officer to ODCSOPS-TNG.	PDOS Study GP(P)	Dec 84	
	Arrange for Assignments of 1 officer to new position.	ODCSOPS-TNG MILPERCEN (P)	Jan 85	
	Submit documentation to make position a permanently authorized space.	ODCSOPS-TNG	Mar 85	
	Fill requirement.	MILPERCEN	Jun 85	
NOTES:				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Policy F73 Direct ODCSOPS to coordinate with OACSIM to arrange the necessary acquisition and procurement authority for the CCBI Directorate under the provisions of the new AR 25-5 which replaces AR 18-1 on matters pertaining to information management and computer acquisition and procurement.	o Determine precise acquisition and procurement procedures(IAW AR 25-5) to be used by CCBI DIH to obtain "user" CCBI funds for disbursement by CCBI Ofc beginning 2Q87.	ODCSOPS-TNG(P) OACSIM	3Q85	
	o Take results of CERL study and update DA directed PDIP for user $ (AC, RC, cont ed prog, tng and AMC-operational system's CAI); send to proponents for costing.	PA & E (P) ODCSOPS-TNG CCBI NUCLEUS CELL OCASIM TRADOC AMC NGR OCAR	4Q85	
	o Justify CCBI funding as required.	ODCSOPS-TNG (P) PA & E TRADOC CCBI NUCLEUS CELL	4Q85	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Policy F74 (1) Direct ODCSPER to investigate the potential impact on officers' families and the family environment of the widespread use by all family members of computer technology in the home setting. (2) Discussion: The widespread use of computers in the home is likely to alter work habits and schedules. A concerted effort should be made to responsibly absorb the negative impact of CCBI which individuals may experience in both the work and the home settings.	o Obtain 50K study funds in FY 87 program.	o PA & E (P) o ODCSOPS-Tng o ARI o SSC	4Q85	
	o Draft contract.	CCBI NUCLEUS CELL (P)	2Q86	
	o Award contract.	TRADOC-CCBI Ofc Contracting Officer (P)	4Q86	
	o Complete contract.	Contractor	4Q87	
	o Incorporate contract recommendations in CCBI office actions.	TRADOC-CCBI Ofc (P)	1Q88	
	o Prepare INFO/MEDIA plan and execute.	CCBI Ofc PAO (P)	1Q88	

NOTES

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Policy F75 (1) Send five majors to obtain postmasters level education in programs tailored to provide the Army with expertise in the field of intelligence education systems. (2) Disperse these assets to OACSIM, TRADOC (e.g., to CCBI Directorate), USMA and the Army Research Institute. (3) Discussion: This policy is strongly supported by OPMS Study Group's recommendation to consider advanced civil schooling requirements for anticipated future needs.	o Select schools and specific programs.	MILPERCEN	3Q86	
	o Request 75K/yr (beginning in FY87 budget).	ODCSPER	3Q85	
	o Select candidates.	CCBI DIR (P) in coord w/MILPERCEN & ARI	2Q86	
	o Prepare necessary modification to Technology Enrichment Program to incorporate 5 adv ed tech officers.	MILPERCEN	4Q85	
	o Execute program (five students every 2 years).	CCBI DIR (P) monitor thesis work	FY 87	1
	o Prepare info/media plan and execute.	ODCSOPS-TNG (P) MILPERCEN CCBI DIR PAO	3Q85	
Policy F76 (1) Direct ODCSPER to task the Army Research Institute to validate the PDOS analysis with regards to the match of CCBI systems to varied types of knowledge/skill proficiencies. (2) Provide the findings to ODCSOPS, Training; ODCSPER and TRADOC (and to the CCBI Directorate, when formed).	o Obtain 10K study funds in FY 85 program.	OCSA (PA & E) (P) ODCSOPS-TNG ODCSPER, ARI	2Q85	
	o Draft Study Directive.	ODCSPER (P) ODCSOPS-TNG	2Q85	2
	o Initiate study.	ODCSPER (P) ODCSOPS-TNG	2Q85	
	o Complete study.	ARI (P)	4Q85	
	o Incorporate contract recommendations in CCBI directorate action.	CCBI Nucleus Cell	1Q86	

NOTES: 1. Course level should be Ph. D. equivalent, but not include Ph. D. research requirement. In order to minimize time spent in student status, course should not exceed 24 months. It should include core requirements in computer based instruction, artificial intelligence education systems, expert system decision aids and teleconferencing. It should include electives in the same areas, but at an advanced level. Disperse these assets initially amoung ARSTAF (OCSA, OACSIM, others), USMA, ARI, and TRADOC CCBI Directorate; later among participating TRADOC schools.

2. ODCSPER coordinate with ODCSOPS-TNG to assure ARI contract fits with CERL Charter (policy F77)

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Policy F77				
(1) Direct the Chief of Engineers to task and fund the Construction Engineers Research Laboratory (CERL) to evaluate the most cost effective ways to apply Computer Communications Based Instruction technolcgies and identify applications of CCBI to other populations (e.g., enlisted soldiers or civilians) and mission areas (e.g., Army Continued Education Program).	o Obtain 62K study funds in FY 85 program.	DAS - PA&E (P) ODCSOPS - TNG	Jan 85	
	o Draft contract charter.	PDOS Trans Tm (P) ODCSOPS -TNG	Jan 85	Note 1
	o Award contract.	ODCSOPS - TNG	Feb 85	
	o Complete contract.	CERL	Aug 85	
	o Report reviewed by Summer 85 Army Science Board.	ASB (P) ODCSOPS - TNG ODCSPER	Late Summer 85	
(2) Provide the findings to ODSOPS, Training and to TRADOC Combined Arms Training Activity (CATA), Army Training Technology Activiety (TTA), Army Training Support Center (ATSC) and CCBI Directorate when formed.	o Incorporate contract recommendations in CCBI actions.	CCBI nucleus cell upon activation.	As recommended by ASB.	
	o Create DA directed user PDIP for proponent costing.	ODCSOPS - TNG	1Q FY85	
	o Prepare any refinements for "user" requests (AC/RC/Cont ed/ tng and AMC CAI).	CCBI nucleus cell (1st priority upon activation)	4Q FY85	

NOTES:

1. Crucial need to cost out options which consider various "joint venture" strategies, interoperability with other systems (to minimize "stovepiping"), communications costs, timing of decisions, validated training requirements and means to simplify mastery of art and science of war using advanced educational technology.

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Policy 78 Direct TRADOC to develop mentor training programs to help gain acceptance of CCBI technologies in the schools, units and organizations and oversee computer courseware development by civilian education specialists. Action should be initiated upon completion of the actions in Policy 77.		CCBI Office	1Q FY86	See F77

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Policy F79 Direct OACSIM to allocate research funds to pursue Joint service initiative for the development of educational usee of Artificial Intelligence-Expert Systems (AI-ES) and related technologies. Action should be initiated upon completion of the actions in Policy F77.	o Obtain 100K study funds in FY 87 program.	OACSIM (P) ODCSRDA ODCSOPS - Tng ARI	4Q85	See pol F77
	o Develop joint service commitment to joint AI-Expert System (for education) initiative and develop scope.	OACSIM (P) ODCSOPS - Tng CCBI Nucleus Cell	4Q85	
	o Initiate research initiative.	Army (OACSIM) (P) Air Force Navy/Marines	1Q87	
	o Complete research initiative.	Contractor (P)	4Q87	
	o Incorporate findings as appropriate.	Army TRADOC CCBI Dir (P)	1Q88	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Policy F80 (1) Direct ODCSOPS/ODCSPER to include the design of a two day "user friendly" strategic planning/futures policy impact analysis exercise in the evolving educational program for new brigadier generals. The planning exercise will use the professional development of officers as a theme. The output from this sub-couse is a set of recommended adjustments in the professional development of officers strategy--the output is a tool/aid for senior Army leaders (CSA, VCSA and ARSTAF) as they "navigate" towards the professional development desired system state. (2) LTC Carl Stout and Carolyn Russell will design the exercise by 31 Mar 85 for subsequent turnover to ODCSPER/ODCSOPS GO/SES development transition team and incorporation in the overall brigadier general course plan.	o Develop BG Course exercise.	PDOS Futures cell (P) ODCSPER GO/SES Tr Tm ODCSOPS-Tng	31 Mar 85	
	o Retain needed PDOS PCs and software.	PDOS Futures cell (P) coord w/OCSA--DAS	31 Jan 85	
	o Obtain 7K for added software, 5K for TDY and programer (60 days/Mar-Apr).	ODCSPER GO/SES Tr Tm ODCSOPS-Tng	28 Feb 85	
	o Align stakeholders and determine their roles.	PDOS Futures cell (P) AWC-SSI OCSA-DM MILPERCEN OACSIM-Tng & Concepts Div ODCSOPS-Tng & Long Range Planning OCSA Army Forum Ft Belvior Fusion Ctr. OE School	31 Mar 85	
	o Turn over Strategic Planning/ Policy Impact Exercise.	PDOS Futures cell (P) ODCSPER GO/SES Tr Tm	31 Mar 85	
	o Pilot test exercise w/AWC or NWC students (w/approval of Cmdt).	PDOS Futures cell (P) AWC	1 Jun 85	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Policy F80 (continued)	o Brief Senior Advisory Group.	AWC-SSI	Mid Jun 85	Note 1
	o Prepare INFO/MEDIA plan and execute.	PDOS Futures cell (P) w/PAO	31 Mar 85	
	o Execute SP/PI exercise for each GO course.	ODCSPER GO/SES Tr Tm AWC-SSI	As Scheduled	
	o Provide input from ea SP/PI exercise to CSA, VCSA, DCSOPS, DCSPER and ARI.	ODCSPER GO/SES Tr Tm AWC-SSI	w/i 30 days of exercise completion	Note 2
	o Take actions to institutionalize SP/PI exercise (permarent spaces/$)	ODCSPER GO/SES Tr Tm ODCSOPS-Tng	31 Jul 85	

NOTES:

1. Intent is for LTC Stout and LTC Russell to turn exercise over to AWC-SSI (Futures Group) who will conduct exercise for GO/SES Development Transition Team each time the BG course meets. AWC will keep program up to date and call on LTC Russell, programmed to be in OACSIM, to run the INTERAX Model.
2. Input provides for "navigation to desired PDOS state" based on strategic insights.

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
F81 ODCSPER purchase artificial intelligence (AI) - Expert system generator for existing forecast system. Use capability as a means to assist in making strategic planning exercise for new BGs simple and "user friendly."	o Obtain AI - Expert System (ES) Generator.	ODCSPER	1 Feb 85	
	o Use ES Generator to simplify BG course strategic planning exercise.	PDOS Fut Cell (P) MILPERCEN ODCSPER OACSIM ARI	30 Mar 85	Notes 1 & 2
F82 Direct that OACSIM Futures and Concepts Directorate work with ODCSPER GO/SES development team to continue development of PDOS Futures process as a strategic planning/ impact analysis model for use in senior leader development program.	o "Mature strategic planning process thru contact with universities (e.g., MIT & Harvard) and other agencies.	OACSIM Futures & Concepts Div (P) GO/SES Tr Tm ODCSOPS - Tng	30 Apr 85	Note 3

NOTES:

1. Obtain assistance from ARI in use of AI-ES (or "intelligent CAI" - as referred to by ARI).
2. Alternative ES generator (adaptable to PCs) in "teknowledge" at cost of 10K plus 2.5K for training. For more information contact MAJ Ken Rose, CH AI-Robatics, SSC.
3. OACSIM, as principal DA proponent for Artificial Intelligence, should continue to mature the INTERAX process as a decision support aid for senior leaders. LTC Russell (PDOS Team Member who ran INTERAX model) is programmed to join OACSIM after completion of PDOS effort (31 Mar 85).

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
(F83) Direct that OACSIM and ARI include the implications for officer education training in their participation with MIT Sloan School of Management's "Management in the 90s Program" and Harvard's Center for Information policy research on "program of information resource policy." o These efforts are aimed at development of technology scenarios based on facts from leading edge organizations, definition of policies surrounding the use of computer technologies and discussion designed to explore insights gained from research. The Army (ACSIM) is one of the major organizations participating. An active feedback link between ACSIM and CCBI Office is essential to the latter's efforts to responsibly manage the assimilation of CCBI into all military schools, plus the work and home settings of Army officers.	o Same as F82.	OACSIM Fut & Concepts (P) CG/SES Tr Tm ANC-SSI ODCSOPS-Tng TRADOC CCBI Directorate	30 Apr 85	
NOTES:				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
F84 AMC Build CAI into training packages for new major operational system.	o Coordination between AMC & TRADOC CAI Office to mesh CAI systems.	AMC-PM's CCBI Nucleus Cell (P)	3Q85 - NLT 4Q86	
	o Request funds (after CERL Study complete).	CCBI Nucleus Cell (AMC-PMs)	4Q85	
	o Allocate funds for CAI system's (into modernization requirements accounts).	PMs (AMC)	1Q87	
NOTES:				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Policy F86 FOR RESERVE COMPONENT -- Direct TRADOC, together with NGB and OCAR, to concentrate on the development of an education and training methods support strategy which is aligned with the Active Component strategy.	o Implemented thru CCBI Ofc (F70) NGB & OCAR Representatives.			See Policy F70

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Policy F87 FOR RESERVE COMPONENT -- Direct ODCSPER, together with NGB and OCAR, to study the impact of PDOS policies, specifically those related to resident and non-resident school instruction, unit training requirements and use of CCBI, on the Reserve Component officer, his family and civilian employer.	o Obtain 75 K study funds in FY 87 program. o Draft study directive.	ODCSPER (P) ARI ODCSOPS-TNG	4Q85	
	o Initiate study.	Contractor	1Q87	
	o Complete study.		4Q87	
	o Incorporate recommendations in CCBI office actions.	CCBI Ofc	1Q88	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Policy F88 Direct DAS to sponsor a Senior Service College Army Research Associate to continue to look for ways to institutionalize PDOS CCBI initiatives and other major PDOS thrusts within the Army's existing systems. Continue this sponsorship for at least the next five years.	Identify Army Research Associate Candidate.	PDOS Study Gp (P) Initially; DAS-DM (follow on years) ODCSOPS-TNG; ARI	Dec 84 (then annually)	
	Obtain DAS, MILPERCEN CG & SSC Cmdt Approval of ARA Candidate.	PDOS transition cell DAS-DM SSC (AWC or or NWC)	Feb 85	
	Notify officer.	DAS-DM	Feb 85 (then annually)	
	Begin ARA project.	Army Research Associate officer	Aug 85 (then annually)	
	Provide findings to DAS, ARSTAF & ARI.	Army Research Associate officer	May 86 (then annually)	
	Recycle program in December of each year.	DAS-DM	Annually	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Policy F89 (1) Direct the Army Science Board (ASB) to conduct the 1985 Summer Study on education and training technologies. (2) Discussion: The study will build on the 1982 DSB Summer Study on training technology, the PDOS CCBI initiatives and the CERL report (Policy F77), if available by the 1985 ASB Summer Study.	Obtain ASA-RD & A approval of Training & Education technology as topic for Army Science Board 85 study.	ODCSOPS-TNG (P) ODCSPER	Dec 84	
	Coordinate with ARSTAF to arrange 85 ASB study.	ODCSOPS-TNG ODCSPER	Feb 85	
	Obtain CERL Report (at least preliminary RPT).	ODCSOPS-TNG ODCSPER	Prior to ASB '85 summer sessions	See pol 77
	Execute.	ASB	Summer 85	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Policy F90 Direct ODCSOPS to incorporate the PDOS education and training strategies and major thrusts in the new AR 350-1, Army Training and Education System.	Provide PDOS Final Report to ODCSOPS-TNG.	PDOS Study GP (P) ODCSOPS-TNG	Jan 85	
	Incorporate (as approved by CSA).	ODCSOPS-TNG	Jan 85	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Policy (J26) Develop resident and non-resident instruction programs simultaneously and maintain current.	a. Evaluate all current programs of non-resident instruction to determine those that are under-subscribed, unneeded or out of date.	TRADOC PROPONENTS(P)	4Q FY86	
	b. Establish a procedure that will ensure that programs of non-resident instruction are developed concurrently with resident programs of instruction.	TRADOC	2Q FY36	
	c. Develop resource requirements and program funds.	TRADOC	2Q FY87	
	d. Establish a procedure that will ensure all programs of non-resident instruction are reviewed and updated at least annually.	TRADOC PROPONENTS(P)	3Q FY86	
	e. Implement procedures that ensure programs of non-resident and resident instruction are developed concurrently and adequately maintained.	TRADOC(P) PROPONENTS	1Q FY88	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
I85 Develop or revise as needed military courses to support all areas of concentration and functional areas. o OPMD managed officers will be eligible for assignment to positions coded with area of concentration, functional area or, if applicable, skill codes after completion of the appropriate military courses or equivalent experience.	a. Identify proponents for skills.	ODCSPER	3Q 85	
	b. Initiate review of AR 611-101 and DA Pam 600-3 and update to reflect new OPMS classification system.	ODCSPER (P) PROPONENTS	4Q 85	
	c. Identify new courses and courses needing revision based on new OPMS classification system.	TRADOC (P) PROPONENTS	4Q 85	
	d. Review TAADS documents and recode positions IAW new OPMS classification system.	ODCSOPS (P) MACOM	4Q 85	
	e. Establish POI for new and revised courses.	TRADOC (P) PROPONENTS	3Q 86	
	f. Determine officer inventory requirements based on revised TAADS documents.	ODCSPER (P) MILPERCEN	1Q 87	
	g. Conduct pilot courses for new and revised TAADS documents.	TRADOC	2Q 87	
	h. Develop plan to adjust inventory to requirement.	ODCSPER (P) ODCSOPS TRADOC MILPERCEN	2Q 87	
	i. Implement plan.	MILPERCEN	4Q 88	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
IH6 Officers who are single or sequentially tracked into a branch or functional area that has a comparable civilian profession, will be afforded the opportunity of, and funded for, biannual attendance at a civilian society or association national or international seminars/meetings supporting the profession.	a. Identify appropriate civilian professional societies and associations.	ODCSPER (P) PROPONENTS	4Q 86	
	b. Publish list of acceptable societies and associations.	ODCSPER	1Q 87	
	c. Officers join appropriate societies and association at own expense.	OFFICER CORPS	ONGOING	
	d. Annotate officer records with society/association membership.	MILPERCEN	ONGOING	
	e. Schedule and fund for officer attendence to seminars/meetings.	MILPERCEN	ONGOING	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
SO8: Improve the pre-command course. o The purpose of the pre-command course will be to assist the command designee in preparation for command.	The branch or functional proponent of the command will define the requirements for their commanders.	MILPERCEN	3d QTR FY 86	
	The Officer Professional Development System (OPDS) will develop in the officer, prior to selection, the knowledge and skills needed to command in his branch or speciality.	MILPERCEN	ONGOING	
	In addition to the formal pre-command course, the command designee will have self development requirements and may, on a case-by-case basis, request additional training from his branch proponent.	MILPERCEN	ONGOING	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
o The length of the pre-command course will not exceed five weeks, two weeks at CAC and up to three weeks at the branch or proponent school.	Opportunities for "hands-on"training will be maximized at the branch/proponent school.	BRANCH/PROPONENT SCHOOL (P) TRADOC	1st QTR FY 86	
	Common "How-to-Fight" and "How-to-Command" subjects will be emphasized at CAC.	CAC (P) TRADOC	ONGOING	
	Any additional preparation will be defined as additional pre-command training; these requirements will be determined and agreed to jointly on a case-by-case basis by the command designee, the proponent, and the gaining command. Examples are the Senior Officer Legal Orientation (SOLO) course, Language Training, etc.	MILPERCEN	ONGOING	
o In the "How-to-Command" portion of the course, emphasize instruction in how to establish an evaluate "command climate."	Review present POI and determine if it provides adequate emphasis to the issue of "command climate". If not, develop appropriate POI.	CAC (P) TRADOC	1st QTR FY 86	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
○ Tailor the contents of the Phase I package mailed to all command designees. - Content will be based on the requirements for the command as defined by the proponent. - Packet will include a copy of the core program of instruction and a "menu" of elective subjects available to the command designee through extra instruction at the school, correspondence course, computer assisted export package, or material for self study. Command designee will attend the entire two weeks at CAC and as much of the three weeks at the branch/proponent school as required to achieve "system proficiency". Recognize that 06 commanders also require additional and different proficiencies than the 05 commander and provide this instruction at both CAC and the branch/proponent school.		TRADOC (P) CAC BRANCH/PROPONENT SCHOOL	4th QTR FY 86	
NOTES:				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
o Publish an Army Regulation de'ineating pre-command course policies and responsibilities.	Identify responsibilities of key participants. Establish requirements for formal coordination between TRADOC and AMC.	ODCSOPS	2d QTR FY 86	
o Develop a pre-command course tailored to the needs of RC 05/06 Commanders.	Review and update existing RC PCC POI. Insure POI for RC course addresses current tactical doctrine and the Airland Battle. Emphasize desireability of RC officers attending PCC branch proponent schools. Emphasize desireability of RC officers attending AC/PCC	ODCSOPS (P) NGB OCAR	1st QTR FY 87	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
I5O Army ACS requirements will be based on unit, organization and position echelon, mission and impact of work.	1. Revise AR 621-108, Validation of Officer Advanced Civil Schooling Requirements.	MILPERCEN (P) ODCSPER, MACOMS PROPONENTS	3Q FY 86	
	2. Submit plan to House Armed Services Committee/House Appropriations Committee of validation/utilization change.	ODCSPER (P) MILPERCEN, ARI	2Q FY 86	
I5I The AERB will identify requirements based on measurable criteria. Criteria will address: oo Cognitive and knowledge levels required in work produced at the echelon and/or mission of the unit, organization or position. oo Significant impact of work, on the Nation, DOD or Army with regard to unit, organization or position mission. oo Degree levels. oo Future fields or disciplines of study.	1. Develop, staff and submit to ODCSPER for approval.	ARI (P), MILPERCEN ODCSPER, MACOMS,	1Q FY 86	
	2. Include criteria in AR 621-108.	MILPERCEN	3Q FY 86	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP	REQUIRED COMPLETION	NOTES
I52 The AERB, composed of branch, functional area and skill proponent, ARI, and Army Science Board representatives, will: oo Identify which units, organizations and positions require officers with ACS by level (masters, doctorate or Training With Industry), based on established criteria. oo Identify future ACS requirements by fields of study, or particular academic disciplines with assistance from MACOMS, the Army Science Board and ARI. oo Ensure all authorizations within validated units, organizations, and separately validated positions are correctly coded and graded. oo Identify those particular positions which require a specific academic discipline.	1. Prepare for FY87 AERB a. Announce board to the field. b. Field submits requirements. c. Proponents review submissions. 2. Conduct FY87 AERB. 3. Approve AERB results/recommendations.	MILPERCEN(P), MACOMS, ARSTAFF, PROPONENTS, Army Science Board, ARI MILPERCEN(P), MACOMS, ARSTAFF, PROPONENTS, Army Science Board, ARI ODCSPER	3Q FY 87 3Q FY 87 3Q FY 87	
NOTES				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
I53 Based on AERB approved results, MILPERCEN will establish masters, doctorate, and TWI quotas for all full-time programs. Chief of Chaplains and The Judge Advocate General will establish quotas for their branches. Factors that will be considered are: oo Branch, functional area and area of concentration requirements by grade, degree level, fields of study, and where required, specific academic discipline. oo Current inventory by branch, functional area, area of concentration, grade, degree level, field of study, and where required, specific academic discipline.	1. Obtain authorizations data of validated units, organizations and individual positions.	MILPERCEN	3Q FY 88	
	2. Apply authorizations data by branch, area of concentration and functional area and grade to Future Army Requirements (FAR) model to establish optimum ACS inventory size and speciality mix.	MILPERCEN	2Q FY 88	
	3. Compare FAR computations with existing ACS inventory to identify full-time ACS quota.	MILPERCEN	2Q FY 88	
	4. Adjust full-time quotas based on established THS limits and budget.	MILPERCEN	3Q FY 88	1
	5. Publish & implement FY 89 full-time ACS quota plan.	MILPERCEN	1Q FY 89	

NOTES

1. See Policy I54.

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
oo Future requirements by branch, functional area, area of concentration, and fields of study using The Future Army Requirements (FAR) model. oo Manpower (Transit, Holding and Student-THS account) and budget.				
I54 Annual ACS full-time quotas will not exceed established THS limits and budget.	1. Determine THS allowable ACS full-time student load in manyears.	ODCSPER	4Q FY 85	1
	2. Determine FY 89 budget; approve; adjust FY 89 fully-funded quotas as required.	MILPERCEN(P), ODCSPER, TAG, COA	2Q FY 88	2

NOTES:

1. Revise prior to establishment of each FY full-time ACS quota plan.
2. Budget approved prior to publishing annual ACS quota plan.

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
I55 Annually, MILPERCEN will publish officer graduate education goals for officers by grade, branches, functional areas, areas of concentration, and degree levels. The Chief of Chaplains, The Judge Advocate General and the Surgeon General will publish goals for their branches.	1. Based on authorizations data by specialty & grades of validated units, organizations & individual positions, compute goals by specialty & grade.	MILPERCEN	1Q FY 88	
	2. Publish goals.	MILPERCEN	1Q FY 88	1

NOTES:

1. Readjust after each AERB.

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
I57 The DCSPER will establish policies and criteria for the identification of colleges and universities which meet Army ACS requirements in support of full-time study programs. This criteria will include: oo Accredited and recognized by the US Department of Education. oo Offer specific fields of study which meet Army requirements to include: (1) Thesis or research project requirement (2) Quality of the program (3) Military application of courses/programs (4) Electives which support universal officer proficiencies (5) T tion costs oo The number of colleges and universities must provide sufficient diversity.	1. Establish criteria. 2. Identify institutions which meet criteria. 3. Notify & coordinate with institutions: o Agreements for cost breaks o Possible curriculum changes or modifications. 4. Publish approved universities in DA Circ 621-84-1.	MILPERCEN(P), ODCSPER, ARI, NPS, USMA, AFIT, PROPONENTS MILPERCEN(P), NPS, AFIT, USMA, PROPONENTS MILPERCEN(P) MILPERCEN(P)	4Q FY 85 1Q FY 86 2Q FY 86 3Q FY 86	
NOTES				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
I58 CGSC and ALMC Cooperative Degree Programs will be extended to a maximum of one year in order to allow for additional coursework and thesis or project completion.	1. Coordinate extension with participating universities.	CGSC	3Q FY 85	
	2. Adjust Coop electives.	CGSC(P), ALMC	1Q FY 86	1
	3. Implement.	CGSC(P), ALMC	3Q FY 86	
I59MILPERCEN, with proponent and MACOM assistance will expand fields of study which support branches, functional areas, areas of concentration and officer universal proficiencies. For such fields of study, they will also identify supporting core courses for optimum military application. oo This information will be published and distributed Army-wide. oo Officers pursuing graduate degrees under an Army full-time program will study at Army recognized colleges and universities in fields of study which support Army requirements, the individual's	1. Refine & adjust current supporting fields of study as contained in DA Circ 621-84-1.	MILPERCEN(P), PROPONENTS, MACOMS, ARSTAFF	4Q FY 85	
	2. Change DA Circ 621-84-1 to include Tuition Assistance (TA).	MILPERCEN(P), ODCSPER	4Q FY 85	
	3. Add list of Army approved universities to DA Circ 621-84-1.	MILPERCEN(P)	3Q FY 86	2

NOTES:

1. Participating universities will be required to meet criteria IAW Policy I57.
2. See Policy I57.

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
branch, functional area, area of concentration, or officer universal proficiencies; and individual educational goals. oo Officers pursuing graduate degrees under the Army Tuition Assistance Program may attend for multiple graduate degrees at any level (masters or doctorate). Study will support Army requirements and individual educational goals.				
NOTES:				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
I60 To supplement existing education programs, the DCSPER will investigate establishing cooperative interm work-study programs similar to that at Ft Leavenworth; and Commander TRADOC will establish policies and guidelines which allow ROTC cadre to pursue on-campus educational opportunities.	1. Through installation education centers, determine for interm work-study: o Feasibility. o Ability of local universities to support. o Costs.	ODCSPER	4QFY85	
	2. Coordinate establishment of intern work-study programs with MACOMS.	ODCSPER	4QFY85	
	3. Implement.	ODCSPER	2QFY86	
	4. Publish guidelines & policies which allow ROTC cadre to pursue on-campus educational opportunities.	TRADOC	3QFY85	

NOTES

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
I61 MILPERCEN will select officers for full-time ACS to meet quotas using the following criteria: oo Officer has completed captain level branch qualification, company level command, as required, and OAC. Officers who will attend ACS in support of their branch may, as appropriate, attend OAC following civil schooling. oo Officer has a manner of performance neccessary for transition to field grade (reinforce). oo Officer can be accepted at an Army recognized college and universeity in the required field of study or academic discipline. oo Upon graduation, officer will be available to serve a normal utilization tour without detriment to his career progression (reinforce).	1. Publish policies in AR621-1. 2. Implement.	MILPERCEN MILPERCEN	4Q FY 85 1Q FY 86	1 2

NOTES:

1. Publish and implement policy regarding using Army recognized universities in 3Q FY 86 -- see Policy 157.
2. For those officers selected to attend full-time ACS in FY 86.

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
oo Officer can complete the degree requirements within 18 months; or two years for doctorate. Selection will be weighted to those who can complete degree requirements in less time (reinforce). oo Officer agrees in writing to a service obligation three times the schooling period, computed in days, to a maximum of six years (reinforce). oo Officer may attend for doctorate, masters or TWI level education regardless of source of funding for lower degree levels (publicize and reinforce). oo The ideal window of attendance for masters level education will be captains between 7-9 years AFCS; timing for doctoral attendance will be established based on force structure requirements.				

NOTES

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
I62 Officers selected for full-time ACS will attend an appropriate military functional course in support of the designated area of concentration or functional area prior to ACS if the officer lacks sufficient knowledge or experience in the area.	1. Revise AR621-1.	MILPERCEN	3Q FY 85	
	2. Implement.	MILPERCEN	4Q FY 85	
I63 Officers who attend ACS under any Army full-time program will serve a utilization tour in a validated unit, organization or position immediately following schooling or follow-on military schooling. Initial utilization may be deferred to the second operational tour or curtailed by Commander, MILPERCEN based on Army and individual needs.	1. Revise AR 621-108.	MILPERCEN	3Q FY 86	1
	2. Implement following FY 87 AERB.	MILPERCEN	3Q FY 87	
I64 Officers who obtain ACS through off-duty study or prior to commissioning should be utilized to the maximum extent possible to satisfy validated requirements.	1. Implement.	MILPERCEN	2Q FY 85	

NOTES

1. See Policy I50, I51, I52.

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
I65 Officers must be assigned within the Officer Classification System; however, fields of study or specific academic discipline needs of the unit, organization or position must also be considered (reinforce).	Implement.	MILPERCEN	2Q FY 85	
I66 Commanders and directors of AERB validated units and organizations have the authority to assign their officers with ACS (regardless of source) to any position to meet the command's mission.	1. Revise AR621-108.	MILPERCEN	3Q FY 86	
	2. Policy becomes effective after FY 87 AERB.	MILPERCEN	3Q FY 87	
I67 MILPERCEN will establish procedures to ensure that officers with ACS are assigned to validated units, organizations or positions at appropriate times throughout the individual's career (reinforce).	1. Establish procedures to ensure maximum use is made of officers with ACS.	MILPERCEN	3Q FY 85	
	2. Publish internal policies.	MILPERCEN	3Q FY 85	

NOTES

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
I68 When validated requirements exceed inventory, the DCSPER will establish a distribution plan.	1. Establish methodology.	ODCSPER (P), MILPERCEN	4QFY86	1
	2. Implement as required.	MILPERCEN(P)	3QFY87	
I69 MILPERCEN is responsible for establishing procedures to ensure that assignment and utilization policies are followed (reinforce).	1. Refine the Civil-Schools Management Information System (CSMIS).	MILPERCEN(P)	Continual	
	2. Establish data block denoting ACS utilization on the Officer Record Brief.	MILPERCEN(P)	4QFY85	
	3. Ensure TAADS reflects unit, orgenization & individual position validation (standard remark 96).	MILPERCEN(P), ODCSOPS	4QFY87	

NOTES:

1. This assumes the AERB validated requirements will eventually exceed inventory.

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
I80 Army full-time and Army funded Advanced Civil Schooling (ACS) programs will be designed to meet Army requirements and goals. oo The scope of ACS will be expanded beyond functional requirements to also include the need for officer broad-based knowledge and cognitive skills. oo Requirements and goals will be based on current and future unit, organization or position needs. oo Criteria will be established for identifying educational institutions which meet ACS requirements and goals and Army full-time students will attend only those institutions. oo ACS graduates will serve a normal tour in a unit, organization or position requiring increased knowledge and skills.	1. Establish annual ACS quotas for all full-time programs. 2. Centrally manage fully-funded and partially-funded/degree completion programs.	MILPERCEN MILPERCEN	3 Q FY 85 3 Q FY 85	1 2

NOTES:

1. For FY 86 Quota Plan.

2. Recommend Education and Training Management Branch, OPMD.

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
R100 All proponents continue their review of career patterns for officers. Any branches or functional areas which do not allow men and women to have the same career patterns must be identified and action taken to develop viable alternatives for women.	o Identify areas requiring separate career patterns for men and women.	All Proponents	15 Mar 85	
	o Develop alternate career patterns for women officers.	All Proponents	4Q FY86	
	o Publish all career patterns as part of PDOS road maps.	ODCSPER	1Q FY87	
R200 ODCSPER review/monitor over a ten year period the assignments of officers to determine if the areas which have different assignment patterns have competitive patterns for both men and women, e.g., school selection and staff and command assignments should be considered. Year groups should be carefully chosen and the periods monitored should begin after 1978 when the Women's Army Corps was disestablished.	o Select year groups.	ODCSPER	4Q FY85	
	o Develop methodology.	ODCSPER	4Q FY85	
	o Conduct review.	ODCSPER	4Q FY95	
	o Document results.	ODCSPER	1Q FY96	
	o Publish findings.	ODCSPER	1Q FY96	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
R300 DCSPER continue to review the direct combat probability coding (DCPC) to determine the following: 1. To what degree does the DCPC policy precludes either men or women from having viable career patterns? 2. In light of current tactical doctrine, should female assignments be made by functional area instead of geographic locations?	o Complete review. o Analyze data. o Publish findings.	ODCSPER ODCSPER ODCSPER	Mar 85 3Q FY85 4Q FY85	
R400 DCSPER develop a marketing plan which clearly identifies women's roles in relation to "Warrior Spirit" Monitor implementation of this fundamental principle to ensure that it is not misinterpreted.	o Study "Warrior Spirit" concept and further define the roles of women officers as warriors. o Develop a marketing plan for women worriors as part of the PDOS marketing plan. o Implement plan and monitor results. o Adjust as necessary.	ODCSPER ODCSPER ODCSPER	2Q FY85 3Q FY85 4Q FY85	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
R500 Army Research Institute (ARI) continue to analyze PDOS survey data to assess difference in perceptions between male and female officers (control for grade and branch).	o Obtain computer run of PDOS survey data sorted by sex, grade, branch.	ARI	2Q FY85	
	o Analyze data.	ARI	3Q FY85	
	o Publish results.	ARI	4Q FY85	
NOTES:				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
070 ODCSPER add a fourth objective to the Leadership Goal entitled "Professional Development. The preparation of officers and non-commissioned officers to effectively lead the Army and efficiently manage its resources."		ODCSPER (P) DAS	3Q FY85	
071 ODCSOPS create a long-term PDOS cell to coordinate approved PDOS education/training policies related to Army schools and individual/unit training (initially with a minimum of three field grade officers DMO)		ODCSOPS (P) DAS	2Q FY85	
072 ODCSPER overwatch Professional Development under the Leadership Goal; coordinate approved education/ training/development policies related to the management of officers and to other related studies (e.g., TWOS, ROTC, and OPMS).		ODCSPER	2Q FY85 ongoing	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
F91. ODCSPER distribute non-promotion risk officers throughout the Army so as to provide balanced cells of quality. a. No Army activity will be designated to receive higher percentages of non-promotion risk officers than any other. b. Eliminate designated unit distribution. c. Assign officers based upon their qualifications. d. Maintain balance by promotion potential by Captain through Lieutenant Colonel across all MACOM's and activities.		ODCSPER	see note below	(1)

NOTES:
(1) CSA Remarks: Minimize rather than eliminate designated units for quality distribution. Army Studies Group will finalize recommendations.

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
J01 DEVELOPMENT PERIOD 0 -				
o Examine current commissioning standards and procedures and adjust to meet projected Army requirements (e.g., military skills, physical standard, PMS student evaluation, ROTC basic/advanced camp).				
	Military Skills (MQS I)			
	oo Insure that MQS I is consistent with the commissioning standard.	TRADOC	1Q FY 86	
	ooo Insure USMA and OCS MQS I certification procedures are consistent with the commissioning standard.	ODCSPER (P) TRADOC	1Q FY 86	
	oooo Establish critical MQS I tasks with objective of not exceeding 25 total critical tasks.	TRADOC	1Q FY 86	
NOTES:				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	ooo Review MQS I common tasks with the objective of reducing the number of tasks required.	TRADOC	4Q FY 88	
	ooo Develop and approve ROTC standardized certification plan.	TRADOC	4Q FY 86	
	ooo Provide certification guidance.	TRADOC	3Q FY 87	
	oooo Each PMS will certify all critical tasks.	TRADOC	3Q FY 87	
	oooo Each PMS will follow standard procedures for certification of all other common tasks.	TRADOC	3Q FY 87	
	oo Total MQS I implementation.	TRADOC	1Q FY 89	
	Physical Standards			
	oo Ensure physical fitness entrance standards for entry into pre-commissioning programs and commissioning are consistent with the active duty retention standard.	ODCSPER	4Q FY 85	
	PMS Evaluation			
	oo Establish the PMS Student Evaluation Standard.	ODCSPER	4Q FY 85	

NOTES

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	ooo Develop a PMS student evaluation process which includes the standard procedures for evaluating the commissioning standards and pre-commissioning program.	TRADOC	4Q FY 86	
	ooo Assess and validate student evaluation process at selected schools.	TRADOC	4Q FY 88	
	ooo Implement evaluation process.	TRADOC	4Q FY 89	
	ROTC.Basic/Advance Camp			
	oo Ensure that ROTC basic/advanced camp goals are consistent with the current commissioning standards.	TRADOC	1Q FY 86	
	ooo Ensure the interim standards for the commissioning program and the assessment procedures for the individual assessment program are compatible with the camp experience.	TRADOC	1Q FY 87	
	ooo Standardize the basic and advanced camps in all regions.	TRADOC	1Q FY 88	
NOTES				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
o Develop interim commissioning standards, as required, in addition to current standards, to insure that standards exist for all assessment categories to be measured under the new individual assessment program (e.g., 3R's, Basic Computer Skills, Foreign Language) and for all skill, knowledge and proficiency requirements.				
	oo Ensure that some standards exist for measurement under each category in the individual assessment program.	ODCSPER	2Q FY 86 (continuous)	
	ooo Ensure these standards are applied to ROTC, USMA and OCS where applicable.	ODCSPER	3Q FY 86	
	oo Develop interim standards, as required, for skill, knowledge and proficiency requirements.	ODCSPER	3Q FY 86	
	oo Develop a pre-commissioning computer skill diagnostic test and development program which is consistent with the commissioning standard.	TRADOC	2Q FY 88	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	oo Insure interim standards for both the commissioning and pre-commissioning programs are tied to the assessment instruments and procedures of the individual assessment program.	TRADOC	1Q FY 87 (continuous)	
	ooo Develop, test, validate interim standards.	TRADOC	2Q FY 89	
	oo Approve interim standards for inclusion in the individual assessment program.	TRADOC	1Q FY 90 (continuous)	
	oo Designate interim standards as permanent standards when validated.	TRADOC	2Q FY 90 (continuous)	
	3R's			
	oo Establish an interim commissioning standard for 3R's (reading, writing and mathematics).	ODCSPER (P) TRADOC	4Q FY 85	
	ooo Ensure standards and current testing programs are compatible.	ODCSPER (P) TRADOC	4Q FY 85	
	oo Ensure diagnostic testing instruments measure the established commissioning standard.	ODCSPER (P) TRADOC	4Q FY 85	
NOTES:				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	ooo Ensure standard for current TRADOC achievement testing program is consistent with the commissioning standard.	TRADOC	4Q FY 86	
	ooo Establish remedial program to assist in remediation needs for those who do not achieve initial standard.	TRADOC	4Q FY 86	
	o Assess, validate and refine 3R's testing at selected institutions.	TRADOC	4Q FY 87	
	o Approve interim standard for commissioning program.	ODCSPER	4Q FY 89	
	o Designate interim standards as permanent.	TRADOC	4Q FY 90	
	o Include the standard and assessment methodology in the common core.	TRADOC	4Q FY 90	
	Computer Skills			
	o Develop an interim commissioning standard and tie to standard being developed for each professional development level.	ACSIM (P) TRADOC ODCSPER	3Q FY 86	
	o Establish a computer skills program that is consistent with the standards.	ODCSPER (P) TRADOC ACSIM	3Q FY 87	
NOTES:				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	oo Develop a precommissioning computer skill diagnostic test and development program which is consistent with the commissiong standard.	TRADOC	2Q FY 88	
	ooo Validate computer skill diagnostic test and development program at selected test institutions.	TRADOC	4Q FY 89	
	ooo Evaluate the merits of adding a computer basic course to the Professional Military Education (PME) of MOS I and dropping one of the current requirements.	TRADOC	4Q FY 90	
	oo Implement complete computer skill diagnostic test and development program which is compatible with the commissioning standard, pre-commissioning program and the individual assessment program.	TRADOC	1Q FY 91	
	o Include the standard and assessment methodology in the common core.	TRADOC	1Q FY 91	
	Foreign Language			
	oo Examine current program to determine if there are shortages of justified linguists produced by current commissioning programs.	OACSI	4Q FY 85	
NOTES				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	ooo Validate standards and current and projected requirements for foreign language at commissioning and in the pre-commissioning program.	ODCSPER (P) OACSI	4Q FY 85	
	ooo Determine the desirability of acquiring some language training for all individuals prior to commissioning.	OACSI	4Q FY 85	
	oooo Determine relationship between USMA and ROTC in meeting requirements.	ODCSPER	4Q FY 85	
	oooo Determine impact on ROTC program (e.g., course load and flexibility for engineers vice liberal arts students).	TRADOC	4Q FY 86	
	oo Assess impact of an expanded foreign language requirement for pre-commissioning programs.	TRADOC	4Q FY 86	
	oooo Examine foreign language decay rate.	ARI	4Q FY 86	
NOTES				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Develop an individual assessment program which provides feedback to the individual and a mechanism for validating pre-commissioning and commissioning standards and determining how well the standards are being achieved.	oooo Examine impact of additional foreign language requirements on academic road, course length and student attrition.	TRADOC	1Q FY 87	
	oo Develop and implement revised foreign language standards and procedures for determining commissioning requirements.	TRADOC	3Q FY 88	
	ooo Develop program for individuals in conjunction with the commissioning program and OBC whereby all will be given an exam to determine ability (DLAB).	TRADOC	3Q FY 88	
	oo Develop an individual assessment program that provides feedback, and a mechanism for validating the pre-commissioning standards.	ODCSPER (P) TRADOC	2Q FY 86	
NOTES:				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
J02 Examine current pre-commissioning standards for ROTC, USMA, OCS and ensure their standards meet common minimum standards for pre-commissioning.	oo Ensure current TRADOC achievement testing program is compatible with the assessment program.	TRADOC	2Q FY 85	
	ooo Validate the individual assessment program and pre-commissioning standards at selected schools.	TRADOC	2Q FY 90	
	oo Implement individual assessment program for all schools (pre-commissioning standard)	TRADOC	3Q FY 91	
	oo Ensure that USMA, ROTC and OCS standards are compatible, and tied to the individual assessment program.	ODCSPER (P) TRADOC	1Q FY 86	
NOTES.				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	co Establish precommissioning standards which are compatible with the revised commissioning standards and tied to the individual assessment program.	TRADOC(P) ODCSPER	1Q FY 87	
	ooo Develop standard computer skills and language aptitude tests to be used as part of the initial entry standards for the pre-commissioning program.	TRADOC (P) ODCSPER	4Q FY 88	
	ooo Test and validate basic and entry standards at selected schools.	TRADOC (P) ODCSPER	4Q FY 88	
	o Establish a test control collection agency for collection and evaluation of data from the pre-commissioning program and the individual assessment program.	ODCSPER (P) TRADOC	1Q FY 90	
	o Implement basic standards for entry into pre-commissioning programs.	ODCSPER (P) TRADOC	3Q FY 91	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Develop individual pre-commissioning assessment program which provides feedback to the individual, assists in evaluating his qualifications, and provides the system a mechanism for developing a remedial training program.				
	o Develop an individual assessment program.	ODCSPER	1Q FY 86	
	o Establish an individual assessment program that validates the standard, the qualifications of the individual and provides feedback for self-development.	TRADOC (P) ODCSPER	1Q FY 87	
	oo Develop a remedial training program for ROTC to assist those individuals who do not meet the standards.	TRADOC	2Q FY 88	
	oo Test and validate individual assessment program and remedial training program at selected schools.	TRADOC (P) ODCSPER	3Q FY 88	
	oo Insure current TRADOC achievement testing program compatible with this effort.	TRADOC	1Q FY 89	
NOTES				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
J03 Develop a set of branch-specific commissioning standards for each branch which are compatible with basic commissioning standards.	oo Implement individual assessment program for all schools (precommissioning program).	TRADOC (P) ODCSPER	3Q FY 91	
	oo Evaluate merit of branch-specific to commissioning standards in addition the basic commissioning standards.	ODCSPER	1Q FY 86	
	oo Ensure branch selection methodology is compatible for ROTC, USMA and OCS.	ODCSPER	2Q FY 86	
	oo Develop methodology which gives priority to qualified cadets requesting combat arms as their first choice, regardless of academic discipline.	ODCSPER	2Q FY 86	
NOTES				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	ooo Develop methodology which allows qualified cadets requesting combat service or combat service support (i.e., engineers, ordnance, signal) their first choice if not in conflict with academic discipline and technical requirements.	ODCSPER	2Q FY 86	
	ooo Develop and validate an assessment series which measures interests, aptitude and potential of individuals for commissioning in a particular branch.	TRADOC (P) ODCSPER	1Q FY 89	
	ooo Once assessment series is validated, determine which instruments are appropriate for inclusion in the branch selection process.	TRADOC (P) ODCSPER	1Q FY 89	
	oo Expand individual assessment program to include branch-specific standards (e.g., interest, aptitude, potential) in the pre-commissioning assessment program.	TRADOC	3Q FY 90	
	ooo Upon validation, determine appropriate instruments for inclusion in the branch selection process.	TRADOC	3Q FY 90	
NOTES				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
J04 Branch mix of cadre at each institution will be based, in part, on the branch production mission of the institution with the aim of assisting in the recruiting effort by providing a role model and mentor.	oo Implement branch selection procedures standards.	TRADOC	3Q FY 91	
	o Establish a policy for assigning branch mix of cadre at each institution based on branch production mission of the institution.	ODCSPER	4Q FY 85	
	o Ensure ROTC cadre selection methodology is compatible with that of USMA and OCS.	ODCSPER (P) TRADOC	4Q FY 85	
	o Determine if there is a valid method of identifying those institutions which have a propensity to produce a particular branch (e.g., engineers or infantry).	TRADOC	2Q FY 86	

NOTES

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
J05 Objectives for the training of ROTC cadre will be compatible with USMA and OCS cadre training goals.	ooo Assess value of current affiliation program and potential for expansion of the program.	TRADOC	2Q FY 87	
	oo Establish a policy that requires training of all cadre prior to assignment to an institution.	TRADOC	4Q FY 85	
	oo Validate current improved instructor training course.	TRADOC	4Q FY 85	
	oo Develop a formal cadre training course that is consistent throughout all regions and institutions.	TRADOC	3Q FY 86	
	ooo Cadre training course will include a phase to be conducted at each ROTC region Hq.	TRADOC	1Q FY 87	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	oooo Each region develop a 1-2 day program that encompasses the region mission, resources available, and a overview of ROTC institutions in the region.	TRADOC	3Q FY 87	
	coo Ensure each ROTC institution cadre develops a standard overview of its mission.	TRADOC	4Q FY 87	
	o Implement formal training program.	TRADOC	1Q FY 88	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
3.1 The OBC will be a resident experience for all officers (AC/RC) upon entry into commissioned service to set the core foundation for officer values, skills, provide branch training/knowledge and initial professional development guidance. It will also assist in the process for validation of commissioning standards.				
ODCSPER direct that all newly commissioned officers must attend their branch OBC prior to first assignment.	a. Publish policy.	a. ODCSPER	a. 4QFY8-	
	b. Advertise policy.	b. MILPERCEN	b. 2QFY8-	
	c. Implement policy.	c. MILPERCEN	c. 1QFY8-	
TRADOC review current OBC POI and length of course to ensure that properly trained LT's are sent to the field.	a. Review/define proficiencies required of officers upon promotion to captain.	a. Proponents	a. 4QFY8-	
	b. Determine best methods of acquiring these proficiencies. (schoolhouse, unit, self-development).	b. Proponents	b. 1QFY8-	
	c. Develop mission statement for all OBC's.	c. Proponents	c. 2QFY8-	

NOTES

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	d. Determine proper course length to teach those proficiencies best acquired in the institution.	d. Proponents	d. 1QFY87	
	o Consider effect on officers and families, base operations and relationships between OBC and OAC policies in course length analysis.	Proponents	1QFY87	
	e. Determine whether OBC's should be TDY or PCS.	e. TRADOC	e. 2QFY87	
	o Establish policy that OBC will be TDY/PCS.	TRADOC	2QFY87	
	f. Refine OBC.	f. TRADOC (P) Proponents	f. 4QFY87	

NOTES

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
TRADOC implement MQS II.	a. Obtain CSA formal approval of MQS II.	a. TRADOC	a. 2QFY85	
	b. Review, standardize and validate the critical tasks in MQS II.	b. TRADOC (P)	b. 4QFY86	
	- Designate no more than 50 tasks from the common tasks manual as critical.	Proponents	4QFY85	
	- Designate no more than 25 tasks from the branch task manual as critical.	Proponents	4QFY85	
	- Designate branch specific critical task certification procedures.	TRADOC (P) Proponents	1QFY86	
	- Establish standard format for all MQS II manuals.	TRADOC (P) Proponents ATSC	1QFY86	
	- Publish common critical task certification procedures.	TRADOC (P) ATSC	2QFY86	
	c. Standardize MQS II certification process for all proponents.	c. TRADOC (P) Proponenrs	c. 1QFY86	

NOTES

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	d. Develop method of validating MQS II task certification process for officers beginning OAC as part of the individual assessment program.	d. TRADOC	d. 4QFY8[illegible]	
	e. Implement MQS II.	e. TRADOC	e. 4QFY8[illegible]	
NOTES				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
TRADOC issue initial set of professional development support material.	a. Program for and provide books/ material in support of HQS II.	a. Proponents	a. 4QFY86	
	b. Program for and provide initial subscription to professional journal.	b. Proponents	b. 4QFY87	
	c. Program for and provide initial issue of professional development roadmap.	c. Proponents	c. 4QFY87	
	d. Program for and provide initial issue of professional development notebook.	d. Proponents	d. 4QFY87	
NOTES:				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
TRADOC develop and implement a Common Core in all branch school POI's that is compatible with the common skills, proficiencies and knowledge required of all officers (e.g., basic warfighting, critical common MOS tasks, professional values).	a. As common skills, proficiencies and knowledge requirements are identified, develop Common Core to support MOS II, basic warfighting, professional development.	a. Proponents TRADOC (P)	a. 4QFY86	
	b. Ensure compatibility and consistency of OBC, OAC and ANCOC Common Cores.	b. TRADOC	b. 4QFY8[illegible]	
	c. Ensure Common Core skills and tasks are presented uniformly throughout TRADOC.	c. TRADOC	c. 3QFY87	
	d. Develop and implement initial Common Core in OBC.	d. TRADOC (P) Proponents	d. 4QFY87	
	e. Review and incorporate identified common skills.	e. TRADOC (P) Proponents	e. 4QFY89	
	f. Revise OBC common core.	f. TRADOC	f. 4QFY90	
	g. Implement revised OBC.	g. TRADOC	g. 2QFY91	
	h. Revise OAC Common Core as required.	h. TRADOC	h. 4QFY90	
	i. Evaluate NCO professional development and ensure formal training is consistent with officer professional development training.	i. TRADOC	i. 4QFY89	

NOTES

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
TRADOC review the platoon trainer/ platoon TAC concept to incorporate advantages in all OBC's.	a. Review concept at all Proponent schools.	a. Proponents	a. 1QFY86	
	b. Determine applicability of concept to OBC, by school; for TRADOC overall.	b. Proponents	b. 1QFY86	
	c. Conduct cost analysis to determine feasibility of instituting platoon TAC/trainer.	c. Proponents	c. 3QFY86	
	d. Determine increased personnel requirements to support this training concept.	d. Proponents	d. 3QFY86	
	e. Provide recommendation on implementation to TRADOC.	e. Proponents	e. 4QFY86	
	f. Decide extent of implementation.	f. TRADOC	f. 1QFY87	
	g. Program for implementation.	g. TRADOC (P) Proponents	g. 4QFY87	
	h. Prepare for implementation.	h. TRADOC	h. 4QFY88	
	i. Implement.	i. TRADOC	i. 4QFY88	

NOTES

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Proponent provide instruction on PD system to include explanation of individual assessment program, PD notebook, and their importance and role in self-devleopment.	a. Develop instructional material to introduce formalized training on the PD system, beginning with the current system--include instruction initially on MQS and assessment program.	a. Proponents	a. 1QFY87	
	b. Ensure commonality of instruction throughout school system.	b. TRADOC	b. 4QFY86	
	c. Implement instruction on PD system.	c. TRADOC	c. 4QFY88	
	d. As PD system develops, modify course of instruction to include the complete assessment/testing program, the purpose and use of the PD roadmap and the purpose and use of the PD notebook.	d. Proponents	d. Cont.	
	e. Update POI's.	e. Proponents	e. Periodic	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
JII The first assignment after attendance at OBC for all lieutenants will be to a branch material position, preferably with troops, with the exception of those selected to pursue specialized education or assignments.				
TRADOC determine those positions authorized for lieutenants that are branch material and support the development of the new lieutenant.	a. Review/define requirements for positions.	a. Proponents	a. 1QFY86	
	b. Identify positons, primarily in TOE army, that support development of the new lieutenant.	b. Proponents	b. 3QFY86	
	c. For proponents with minimal TOE lieutenant positions, identify positions in TDA that support development of lieutenants.	c. Proponents	c. 3QFY86	
	o Identify positions with troops whenever possible.	Proponents	3QFY86	
	o Provide selected troop positions to MILPERCEN.	Proponents	3QFY86	
ODCSPER establish as a goal that each LT be a platoon leader for 18 months. (For those branches without platoons, or with insufficient platoons, duty should be in company level units or as	a. Develop and implement a policy that first assignment for lieutenants will be to a platoon leader (or comparable position as identified by proponent).	a. ODCSPER	a. 2QFY87	

NOTES

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
low as possible in staff positions in TOE and TDA units involving branch related duties with soldiers.).	b. Publish policy that lieutenants will be utilized in branch material positions as identified by proponent.	b. ODCSPER	b. 3QFY87	
	c. Publish policy that LT's remain in initial branch material positions for at least 18 months.	c. ODCSPER	c. 3QFY87	
	d. Use all available media sources to emphasize to commanders at all levels that lieutenants need to have the branch material assignment.	d. ODCSPER	d. 4QFY87	
	e. Include this policy in PD roadmap.	e. ODCSPER	e. 4QFY87	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
MILPERCEN ensure that officers that are branch transferred at 3 YOS are not assigned in the new branch until the officer has attended that branch advanced course.	a. Implement OPMS policy on branching. b. Establish policy on attendance at OAC prior to 1st assignment after branching.	a. MILPERCEN b. MILPERCEN	a. Current b. 1QFY87	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
J20 A goal for officer education is that the OAC will be a resident experience upon promotion to CPT and prior to commanding a company sized unit. For the RC officer, completion of OAC will generally be a nonresident experience prior to the third year after promotion to CPT and where possible, prior to or during a company level command experience.	Publish that, in preparation for company command, the goal is that no one will command prior to attending OAC.	ODCSPER	4QFY85	
J21 The current 20-week (+6 weeks) OAC will be evaluated in light of the OAC mission and the CAS[3] course.				
TRADOC review current OAC Common Core and establish OAC length, mission and goals ensuring compatibility with other courses and with common skills, proficiencies and knowledgerequired of all officers (e.g., critical MOS tasks, professional values, physical fitness).	a. Review/define proficienies required upon promotion to major.	a. Proponents	a. 2QFY86	
	b. Determine best method of acquiring these proficiencies (schoolhouse, unit or self-development).	b. Proponents	b. 4QFY86	
	c. Design proper course length to teach those proficienies best acquired in the institution (TDY or PCS).	c. Proponents	c. 1QFY87	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	--Consider effect on officers and families, base operations and relationships between OBC and OAC policies in course length analysis.			
	d. Consider, in course design, the staff skills taught at CAS[3] and determine level of staff skill proficiency required for OAC graduates.	d. Proponents	d. 2QFY86	
	e. Develop and implement a Common Core in all branch school POI's that is compatible with the common skills, proficiences and knowledge required of all officers.	e. TRADOC	e. 1QFY87	
	f. Designate an agency responsible for coordination of the OBC/OAC Common Core of instruction throughout the TRADOC system.	f. TRADOC	f. 4QFY86	
	g. Review and ensure compatibility of OAC Common Core with OBC, CAS[3] and ANCOC.	g. TRADOC	g. 1QFY87	
	h. Evaluate utilization of Phase I preparation for CAS[3] as a module for OAC.	h. Proponents	h. 4QFY86	
NOTES				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
TRADOC implement MQS III.	i. Ensure Common Core skills are presented uniformly throughout TRADOC.	i. TRADOC	i. 1QFY87	
	j. Establish OAC length, mission and goals based on review.	j. TRADOC	j. 2QFY87	
	k. Implement revisions to OAC.	k. TRADOC	k. 4QFY87	
	a. Obtain CSA formal approval of MQS III concept.	a. TRADOC	a. 3QFY87	
	b. Review, standardize and validate the critical tasks in MQS III.	b. TRADOC	b. 3QFY87	
	-Designate no more that 25 tasks from the common task manual as critical.	TRADOC and Proponents	3QFY87	
	-Designate no more than 50 tasks from the branch task manual as critical.	Proponets and TRADOC	3QFY87	
	c. Establish standard certification procedures for all proponents.	c. TRADOC	c. 3QFY87	
	-Publish common critical task certification procedures.	TRADOC	4QFY87	
	-Designate branch specific critical task certification procedures.	TRADOC and Proponents	4QFY87	

NOTES

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	d. Develop and institute instruction on MQS III certification.	d. TRADOC	d. 10FY96	

SECRET

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Reinforce as a goal the assignment of officers to OAC upon selection for promotion to the grade of CPT.	a. Establish policy that attendance at OAC will be as soon as possible after selection for promotion to CPT.	a. MILPERCEN	a. 1QFY86	
	b. Publish policy.	b. MILPERCEN	b. 1QFY86	
	c. Advertise policy.	c. MILPERCEN	c. 1QFY86	
	d. Implement policy.	d. MILPERCEN	d. 3QFY86	
Concurrently with full implementation of CAS[3], establish policy that attendance at OAC will be only to officer's basic branch school with possible exceptions for select Armor and Infantry officers.	a. Establish policy.	a. MILPERCEN	a. 3QFY8	
	b. Publish policy.	b. MILPERCEN	b. 1QFY8	
ODCSPER establish policy that assignment priority for graduates of OAC is to organizations with opportunities for company command (or to appropriate utilization assignments for those branches with minimal opportunities for command).	a. Identify those positions that provide adequate opportunity for company command (or comparable assignment).	a. Proponents	a. 2QFY86	
	b. Provide recommendations to TRADOC.	b. Proponents	b. 2QFY86	
	c. Provide approved positions to ODCSPER.	c. TRADOC	c. 3QFY86	
	d. Establish policy to assign OAC.	d. MILPERCEN	d. 4QFY86	

NOTES

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP	REQUIRED COMPLETION	NOTES
322 Requirements for company level branch qualification will be defined and branch qualification will normally occur before branch immaterial assignments.				
Establish initial requirements for branch qualification for men and women officers and provide recommendations to TRADOC.	a. Establish minimal requirements for branch qualification which include attendance at OAC and one appropriate field assignment at the CPT level.	a. Proponents	a. 2QFY8-	
	b. Identify appropriate field assignments that support branch qualification for each branch.	b. Proponents	b. 2QFY8-	
	c. Identify requirements for branch qualification that cannot be met by women officers due to current exclusion policies.	c. Proponents	c. 2QFY8-	
Establish policy that at approximately 3YOS and prior to attendance at OAC, officers will be offered the opportunity to branch transfer voluntarily to combat support and combat service support branches that have openings.	a. Establish policy.	a. MILPERCEN	a. 4QFY8-	

NOTES

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Establish education/branch qualification requirements for those that branch transfer at the three and eight YOS points.	a. Ensure that officers branch transferred at the 3d and 8th YOS are given a course of instruction prior to assignment in their new branch.	a. Proponents	a. 1QFY86	
Review and approve branch qualification requirements.		TRADOC	1QFY87	
Establish policy that officers will normally be branch qualified prior to branch immaterial assignments and will be branch qualified prior to selection for promotion to major.		MILPERCEN	1QFY86	
NOTES				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
123 ODCSPER establish policy to assign former battalion/brigade commanders to branch schools.	a. Determine positions, in priority, where assignment of a former battalion or brigade commander is desired.	a. Proponents	a. 4QFY86	
	b. Determine maximum number of former commanders that can be assigned to branch schools.	b. ODCSPER	b. 4QFY86	
	c. Approve positions where former commanders are desired.	c. TRADOC	c. 1QFY87	
	d. Establish policy to assign former commanders to identified positions in branch schools.	d. ODCSPER	d. 2QFY87	
	e. Implement policy to assign former commanders to identified positions in branch schools.	e. MILPERCEN	e. 4QFY87	
	f. Publish through all media resources that service at branch schools is a highly desireable assignment.	f. ODCSPER	f. 2QFY87	
	g. Ensure selection boards are aware of importance of instructor assignments.	g. ODCSPER	g. 4QFY86	

NOTES

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Implement revised attendance criteria for CAS^3.	a. Continue present ramp-up plans to train 4500 in FY 87.	ODCSOPS (P), ODCSPER, TRADOC	1st Qtr FY87	1, 2
I01 All OPMD/AGR CPT will attend CAS^3 by end of 8 YOS.	b. Revise CAS^3 Phase I for officer attending immediately after OAC. - Remove duplication from Phase I that are taught in OAC core.	TRADOC (P), ODCSOPS	4th Qtr FY86	
I14 - Special branch officers will attend CAS^3 based on quota availability.	- Integrate MQS decisions in revised Phase I.			
- CPT in OAC with follow-on assign. to Bde or higher staff (or assigned OCONUS) will attend CAS^3 enroute.	c. Modify and refine instructor resource plan. - Develop selection criteria. - Establish Cdr/Staff ratio.	ODCSPER (P). MILPERCEN, TRADOC	2D Qtr FY 86	
- CPT not attending enroute from OAC will attend CAS^3 prior to a Bde or higher level staff assignment.	d. Revise target year group for 100% completion of CAS^3.	ODCSPER (P) ODCSOPS, MILPERCEN	4th Qtr FY87	
I15 - Some CAS^3 seminar instructors should be former Bn Cdr's. However, all will have demonstrated proficiency at the Bde and Div level staff.	e. Modify revised OAC impfementation plan to allow sequential attendance at CAS^3 residence phase after OAC.	ODCSOPS(P), TRADOC ODCSPER	2d Qtr FY 88	3

NOTES:
1) Continue to publicize CAS^3 program changes with emphasis on rationale and importance of early attendance. 2) Current ramp-up plans are in Army program. 3) Integrate modular follow on to OAC core to support next most likely assignment. 4) Expand on existing assignment plans which support modular selections at OAC.

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	f. Modify supporting personnel plan to Revised Officer Advance Course implementation plan. Assignment procedures to allow follow-on CAS3 from OAC for selected officers. Integrate COHORT Policies.	ODCSPER (P), MILPERCEN	2d Qtr FY88	3, 4
	g. Determine impact on family. (housing, stability, etc.).	ODCSPER(P), TRADOC	3rd Qtr FY 87	
	h. Revise MACOM, Special, Branch and RC quotas based on new attendance criteria.	ODCSOPS(P), ODCSPER TJAG, OCCH, OTSG NGB, OCAR	2d Qtr FY88	5
	i. Revise Army circular to reflect new attendance policies.	ODCSOPS (P), TRADOC	4th Qtr FY88	
	j. Begin implementation of revised attendance policy for CPT's to CAS3.	ODCSOPS(P), TRADOC ODCSPER, MILPERCEN TJAG, OCCH, OTSG, NGB, OCAR	2d Qtr FY89	

NOTES:
5) OPMD quotas/goals to MACOMS will facilitate CAS3 training for remainder of year group who did not attend enroute from OAC.

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
102 All active component officers will complete a resident or non-resident command and staff level course prior to selection to LTC. This school will include a command and staff level warfighting and support doctrine core.	a. Announce policy.	ODCSPER	2d Qtr FY85	1, 2
	b. Develop command and staff core requirements.	TRADOC (P), USACAC	4TH Qtr FY86	
	c. Institute core program in the resident course.	TRADOC (P), USACAC	1ST Qtr FY87	
103 There will be a resident phase in the correspondence program and USAR school CGSC course with a block of two weeks in length emphasizing integration of all elements in the current command and staff level warfighting and support doctrine. Technologies may allow this to be conducted at remote cites.	a. Initiate HCA programming action for construction of additional classrooms.	TRADOC (P),USACAC, OCE	2D Qtr FY85	1, 3
	b. Develop resident phase of non-resident CGSOC and USAR CGSOC incl core program.	TRADOC (P), USACAC FORSCOM, OCAR	2D Qtr FY92	
	c. Complete construction of additional classrooms.	TRADOC (P), USACAC	2D Qtr FY92	
	d. Complete purchase equipment for classrooms.	TRADOC (P), USACAC	2D Qtr FY92	

NOTES: 1/ All participants in the CGSOC program regardless of the method, will be a graduate of the CAS3 by FY 94. Therefore, an upgrade of the CGSOC should take place at the beginning of FY95.
2/ Officers should attend CSC level program, resident or nonresident, as soon as possible after selection to Major
3/ If it is expected that technology will advance sufficiently to provide realtime linkage with the USAR schools, the resident phase may not be required, but an investment of the technology will be. In addition, if the technology is developed and procured, the two week resident phase could be conducted on a regional basis where the largest concentration of students are located. However, in this option additional facilities will be required therefore the costs are assumed to be the same regardless of where the program is conducted.

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
R05 There will be alternative command and staff level schooling opportunities such as Training with Industry, Logistics Executive Development Course, Program Management Course, for the purpose of expanding the resident opportunities for command and staff level schooling. Officers in these alternative programs must achieve competency in the current command and staff warfighting and support doctrine.	a. Identify MEL 4 producing instit and connecting program requirements.	ODCSPER (P), TRADOC,	4th Qtr FY86	1
	b. Initiate MCA programming action for construction of additional classrooms	TRADOC (P),USACAC, OCE	2D Qtr FY85	
	c. Develop resident phase MEL 4 connecting course.	TRADOC (P), USACAC	2D Qtr FY92	
	d. Complete construction of additional classrooms	TRADOC (P), USACAC	2D Qtr FY92	
	e. Complete purchase equipment for classrooms.	TRADOC (P), USACAC	2D Qtr FY92	
I07 Officers attending other CSC level schools will receive the current Army CSC level warfighting and support doctrine through resident elective program (preferred) or nonresident program or a combination thereof.	a. Begin negotiations with other Command and Staff Colleges.	TRADOC (P), USACAC	4th Qtr FY86	1, 4
	b. Develop Army core requirements for for each Command and Staff College.	TRADOC (P), USACAC	4th Qtr FY88	
	c. Institute mandatory elective program for MEL 4 certification.	TRADOC (P), USACAC	1st Qtr FY89	
I16 Officers attending foreign CSC level schools will complete the command and staff level land warfighting and support doctrine course before they attend the foreign school.	Actions should be conducted in conjunction with above two recommendations.			1

NOTES:

1/ All participants in the CGSOC program regardless of the method, will be a graduate of the CAS3 by FY 94. Therefore, an upgrade of the CGSOC should take place at the beginning of FY95.

4/ Officers attending foreign command and staff level schools will complete the command and staff level warfighting and support doctrine "core" before they attend the foreign school. Until the MCA construction is completed, officers attending a foreign command and staff level school should be required to take the SC 54 CGSOC NRI course.

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
110 CSC graduates will be provided opportunities for an Advanced Military Studies Program (AMSP) emphasizing the integration of the Art and Science of War at the operational level, in joint and combined operations, and across the spectrum of conflict.	a. Establish and conduct an evaluation program to assess the full requirements for Advanced Military Studies in terms of resource and faculty needs and optimum enrollment policies in terms of Army benefits.	ODCSOPS (P) TRADOC ODCSPER	2 QTR FY 90	
	b. Limit enrollment to 48 Students per AY until cost/benefit analysis is complete. Maximum future enrollment should not exceed 96.	TRADOC (P)	1 QTR FY 85	
	c. Develop and publish interim DA Circular on AMSP.	ODCSOPS (P) TRADOC	3 QTR FY 85	
	d. Reach decision on future enrollment and policies. Publish revised DA Circular.	ODCSOPS (P) TRADOC ODCSPER	2 QTR FY 90	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
SOI: o All AC COL/LTC(P) will receive SSC/equivalent level education (resident or nonresident).				NOTE 1
oo Colonel promotion boards will identify sufficient selectees, including alternates, for AC attendance at resident SSC level schooling; Remainder will complete the USAWCCPS, or other non-resident program.	The LOI to COL promotion boards will specify that the board will identify a specific number of selectees to attend resident SSC level schooling, and a specific number of alternates.	ODCSPER	2d QTR FY 89	NOTE 2
oo Insure that officers are slated to the SSC/equivalent which best meets the needs of the Army and the officer's qualifications and projected utilization.	The identified officers will be slated to a particular SSC or equivalent program. Alternates will be used, as required, to fill all SSC/equivalent seats.	MILPERCEN	2d QTR FY 89	
oo Selectees will complete the USAWCCPS or other non-resident program within three years of enrollment. oo SSC educational opportunities (both resident and non-resident) for RC officers will continue, as a minimum, at current levels.	The slating board (COL Division, OPMD) will insure that selectees attend a particular college/equivalent which best meets the needs of the Army based on the officer's qualifications and projected utilization, without undue consideration to PCS costs.	MILPERCEN (P) ODCSPER	2d QTR FY 89	

NOTES:

1. The CSA deferred a decision on only LTC(P) and COL being selected for SSC until further study is completed on the potential of aging senior officers.

2. The CSA disapproved the single "look" recommendation for SSC selection. A multiple "look" system is to be retained.

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
SO2: o Continue to expand MEL-1 opportunities through fellowships/research programs/other.	SSC equivalent level education opportunities should continue to be identified and utilized to the maximum extent possible, including fellowships, research programs, and the NDU and Air War College non-resident programs.	ODCSOPS (P) ODCSPER	1st QTR FY 89	NOTE 3
	A Constructive Credit Board will review officers records, of both OPMD and Special Branches, referred to it by the CDR MILPERCEN or Chiefs of the Special Branches.	ODCSPER (P) MILPERCEN CH, SPECIAL BRANCHES	2d QTR FY 86	
	Constructive credit will be awarded to officers who through education, training, and experience meet the established purpose of SSC level education.	ODCSPER (P) MILPERCEN AWC	2d QTR FY 86	

NOTES: 3. Award of MEL-1 to graduates of the NDU and Air War College non-resident programs would only be possible after the student completed all "core" courses (See recommendation SO3).

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	A minimum qualification standard for award of MEL 1 will be developed and provided to the Constructive Credit Board for their use in awarding MEL 1 to an officer.	AWC (P) ODCSOPS ODCSPER	1st QTR FY 87	
	Officers who require additional education/training to meet the minimum qualification for award of MEL 1, will be provided that opportunity.	MILPERCEN (P) ODCSPER	2d QTR FY 87	
SO3: o Officers awarded MEL-1 will complete a Warfighting-EAC and "How the Army Runs" module, supported by AWC. oo AWC develop a Warfighting/EAC module of common warfighting skills, including wargame simulation, and incorporate it into the USAWCCPS. oo AWC adapt the resident "How the Army Runs" course to the USAWCCPS.				

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	Based on the purpose of SSC level education, a common core of subjects should be identified that all officers awarded MEL-1 should receive. At least two courses will be a part of this common core: "Warfighting-EAC" and "How the Army Runs".	ODCSOPS (P) AWC	4th QTR FY 88	
	The common core subjects of "Warfighting-EAC" (including a wargame simulation) and "How the Army Runs" will be developed for the AWCCSP and adapted for all students who do not attend the AWC/AWCCSP, or for officers who require the course(s) to receive constructive credit.	AWC (P) ODCSOPS ODCSPER MILPERCEN	4th QTR FY 88	
SO4: o Establish a curriculum coordination procedure between AWC and TRADOC.	A MOU be initiated which esteblishes a procedure to coordinate the curriculum between the AWC and CAC to insure the overall education program and doctrine are consistent within the Army.	ODCSOPS(P) AWC. ODCSPER MILPERCEN	3d QTR FY 86	
NOTES:				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
SO5: AWC conduct a follow-up survey of Army SSC graduates to validate curriculum relevance and assist in future curriculum development.	The follow-up survey should include graduates from other SSC and equivalent level MEL 1 sources to permit the review of the overall MEL 1 producing program.	AWC (P) ODCSOPS ODCSPER MILPERCEN	3d QTR FY 86	
SO6: o Include in the guidance for the TAADS position review (OPMS recommendation) that a particular MEL-1 source (eg. National, ICAF, AIR War College) be specified, if appropriate to meet position requirements.		ODCSOPS (P) SSC	1st QTR FY 86	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
S07: o LTC will be encouraged to continue their professional development education through available non-resident programs.	A consolidated list of available professional development correspondence courses at the SSC level, of all services, will be published and distributed to all LTC which will include course objectives, prerequisites, what part of the minimum qualification for award of MEL 1 the course provides and application procedures.	MILPERCEN (P) ODCSPER	2d QTR FY 87	
S09: o USAR officers selected for MEL-1 schooling will receive priority of nomination for reserve unit position vacancies and individual mobilization augmentee positions.	Identify officers with MEL 1. Maintain a current listing of IMA and TPU position vacancies at the COL/LTC level. Insure priority of assignment of MEL 1 officers to fill existing vacancies.	ARPERCEN ARPERCEN ARPERCEN	ONGOING ONGOING ONGOING	
S10: o Colonels will be selected for the Advanced Management Program based on the officers potential for continued service.		MILPERCEN	1st QTR FY 86	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
S31 Develop a formal BG transition program that provides the newly selected brigadier general an appreciation of: himself, generalship and his future role; the Army and its major undertakings; national strategy, strategic planning and long-range policy implications; operational and tactical doctrine in joint and combined contexts; and the requirements of his first assignment. Recommended modules: oo 5 day executive self-development course. oo 5 day land warfare/doctrine exercise. oo 2 day future policy impact exercise. oo 5 to 7 day revised conference with increased "generalship". oo tailored assignment preparation.	a. Select and contract best self-development course(s). b. Select site and develop land warfare exercise and associated doctrinal workshop. c. Reduce current conference to one week with increased focus on generalship.	ODCSPER ODCSOPS ODCSPER	3d Qtr FY85 3d Qtr FY86 3d Qtr FY86	
NOTES:				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
S32 Consolidate responsibility for all general officer professional development programs (including the BG transition program) under GOMO. Ultimately, transfer responsibility for general officer professional development programs to an executive development organization, as determined by the Senior Leadership Coordinating Committee.	a. Complete preparation of leadership doctrine.	USACAL(P), ARI	4th Qtr FY85	
	b. Conduct studies of GO executive skill requirements and position requirements.	ODCSPER(P), SLCC Working Group	4th Qtr FY85	
	c. Develop executive assessment instruments.	ODCSPER(P), SLCC Working Group	1st Qtr FY86	
	d. Determine requirements and responsibilities for an executive development organization.	ODCSPER(P), SLCC Working Group	3d Qtr FY86	
	e. Transfer GO professional development to new executive development organization (Options range from expanded GOMO to new office responsible for GO assessment and education.).	ODCSPER(P), SLCC Working Group	3d Qtr FY88	
S33 Expand inter-assignment training and education programs and provide each general officer the opportunity to interact with his future superior in preparing for his next assignment.		ODCSPER(P), ODCSOPS, USAWC, TRADOC, MACOM's	3d Qtr FY86	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
S34 Increase general officer participation in short broadening courses in civilian and military institutions to enhance general executive capacity or functional expertise. oo Develop a Public Affairs Course tailored to general officer needs. oo Develop information management courses for general officers which prepare them, according to experience and need, to use, manage and assess computer systems applications in military organizations. oo Develop a program that draws on the resources of DA, USMA, USAWC and TRADOC to produce, in annual installments, a personal library of professional readings and other materials for general officers.	a. Increase GO participation in university executive level programs.	ODCSPER	4th Qtr FY86	
	b. Develop GO public affairs course.	OCPA	3d Qtr FY86	
	c. Develop GO information management courses.	ODCSPER(P), ODCSOPS, USAWC, TRADOC, USMA	3d Qtr FY86	
	d. Develop GO library.	ODCSOPS	3d Qtr FY 86	
S35 Maintain a continuing program of Army and DOD seminars, tailored courses and update briefings for general officers.		ODCSPER(P), DA Staff	Ongoing	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
S36 Seek JCS approval for an increase in frequency of the Capstone course to twice per year (Army participation at 7 BG's per course).	Request JCS approval.	ODCSOPS	3d Qtr FY86	
S37 Revise general officer assignment procedures to facilitate timely participation of general officers in professional development programs.	a. Establish procedures that permit announcement of GO assignments 3-4 months in advance of assumption of duties.	ODCSPER	3d Qtr FY86	
	b. Integrate validated assessment instruments into assignment process.	ODCSPER	3d Qtr FY88	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
S51 Develop a formal LTG transition program and follow-on short seminars/courses that provide the senior general an understanding of his roles as public spokesman and representative of the Army; an understanding of his responsibilities for the Army's overall mission readiness and moral fiber; executive development training; a review of national strategy, defense policies and Army programs; and specific preparation, for each subsequent assignment.	a. Develop data based on O-9 and O-10 skill and position requirements. b. Develop general and position-specific education and training programs.	ODCSPER(P), SLCC Working Group ODCSPER(P), ODCSOPS	4th Qtr FY85 1st Qtr FY86	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
I17 Design and implement a Reserve Component Staff Officer Development Course. --Course designed to be three phases as follows: (1) Phase I of CAS^3. (2) ACCP Bn/Bde Staff development, phase II. (3) Final phase, two week resident at Ft. Leavenworth. --Phase II to be structured to require input in form of written papers, studies, etc.. --Phase III to concentrate on coordination and oral presentation. All exercises designed around Bn/Bde scenerios.	o Announce policy, change and amend AR 135-155/NGR 600-100 to require completion of this course (or CAS^3) by end of third year as Major for all Reserve Component officers commissioned after 1 October 1985.	ODCSPER (P) NGB, OCAR	1Q FY86	Note 1
	o Develop POI.	TRADOC (P), USACAC	2Q FY87	Note 2
	o Prepare ACCP material.	TRADOC (P), USACAC	2Q FY89	
	o Enroll students.	FORSCOM, NGB, OCAR	3Q FY89	
	o Finalize resident phase.	TRADOC (P), USACAC	1Q FY90	
	o. Conduct resident phase.	USACAC	1Q FY91	

NOTES:

1. Course will not be available to AC or full-time support officers of RC.
2. Goal is to limit ACCP phase to 160 hours.

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
I88 Develop a system to expedite Reserve Component branch change/ qualification.	o Develop branch specific courses in short modules.	TRADOC (P) PROPONENTS	2Q FY87	
	o Test/validate modular courses.	TRADOC (P) PROPONENTS	4Q FY88	
	o Implement modular courses.	TRADOC (P) PROPONENTS	1Q FY89	
	o Develop competency test by branch to determine requirements for specific modular courses.	TRADOC (P) PROPONENTS	2Q FY88	
	o Test/validate "test out" concept.	TRADOC (P) PROPONENTS	4Q FY89	
	o Implement "test out" concept.	TRADOC (P) PROPONENTS	1Q FY90	
NOTES:				

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
F86 Direct TRADOC, together with NGB and OCAR, to concentrate on the development of an education and training methods support strategy which is aligned with the Active Component strategy.	Implemented thru CCBI office (see policy F70), NGB and OCAR representatives.	See policy F70		see policy F70

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
F87 Direct ODCSPER, together with NGB and OCAR, to study the impact of PDOS policies, specifically those related to resident and non-resident instruction, unit training requirements and use of CCBI, on the Reserve Component officer, his family and civilian employer.	o Obtain study funds for FY 87 program.	ODCSPER (P) ARI ODCSOPS-Tng	4Q FY85	
	o Draft study directive.	ODCSPER	4Q FY85	
	o Initiate study.	Contractor	1Q FY87	
	o Complete study.	Contractor	4Q FY87	
	o Incorporate recommendation in CCBI office actions.	CCBI Ofc	1Q FY88	

NOTES:

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
J26 Develop resident and non-resident instruction programs simultaneously and maintain current.	o Evaluate all current programs of non-resident instruction to determine those that are under-subscribed, unneeded or out of date.	TRADOC (P) PROPONENTS	4Q FY86	
	o Establish a procedure that will ensure that programs of non-resident instruction are developed concurrently with resident programs of instruction.	TRADOC	2Q FY86	
	o Develop resource requirements and program funds.	TRADOC	2Q FY87	
	o Establish a proceduce that will ensure all programs of non-resident instruction are reviewed and updated at least annually.	TRADOC (P) PROPONENTS	3Q FY86	
	o Implement procedures that ensure programs of non-resident and resident instruction are developed concurrently and adequately maintained.	TRADOC (P) PROPONENTS	1Q FY88	

NOTES:

Professional Development
of
Officers Study

Appendix 3
Public Affairs Plan
to Annex E
Implementation Plan

Appendix 3 to ANNEX E
Public Affairs Plan

PUBLIC AFFAIRS PLAN

1. PURPOSE. To outline the strategy, objectives, policies, and responsibilities for the marketing and public affairs support of the Professional Development of Officers Study (PDOS) and Army plans that are essential for adequate understanding, acceptance, and support by the officer corps and others if implementation is to succeed.

2. OBJECTIVES.

a. Provide a plan to disseminate the maximum information in a timely manner about detailed recommendations as they are approved for implementation.

b. Initiate an active, short-range public affairs program to provide the general information base from which periodic announcements can be made.

c. Conduct an active long-range public affairs program to ensure continued understanding and support of the PDOS recommended officer development system.

d Gain officer understanding of the Army officer development system as revised by PDOS recommendations and maintain their confidence in Army professional development programs.

e. Inform the following publics of the conceptually approved PDOS recommendations and their effect in evolving the current system into the desired system.

(1) Army officer corps in general
(2) Senior active Army officers
(3) Officer candidates from all sources
(4) Reserve Component officers
(5) Retired general officers
(6) Congress
(7) The general public
(8) Members of professional organi. ations

f. Support implementation of PDOS approved recommendations.

3. CONCEPT.

a. Execution of plan will be in two phases:

(1) Phase I Short-range. From public announcement of report recommendations through CY 85.

(a) The short-range public affairs effort will provide information now available on conceptually approved PDOS recommendations.

(b) The primary public affairs effort will be directed toward internal audiences.

(2) Phase II Long-range. October 1985 plus.

(a) The long-range public affairs effort will include changes to announced decisions, schedules, and follow-on or related studies, explaining how they will be integrated into the PDOS desired system.

(b) Primary emphasis for the long-range effort will continue to be placed on internal audiences.

b. The following guidance will apply throughout the execution of this plan.

(1) Key concepts and terms to be emphasized and carefully explained are the Warrior Spirit, Mentor, and Self Development. All articles, responses to queries, or information releases must be based on material contained the PDOS report: *Warrior Spirit* (Vol I, Chap VI, Sec 2, and Vol III, Annex J), *Self-Development* (Vol I, Chap VI, Sec 9, and Vol III, Annex H), *Mentor* (Vol I, Chap VI, Sec 10, and Vol III, Annex I).

(2) Timely public affairs releases will be made as PDOS approved recommendations are scheduled for implementation in accordance with the phasing plans (Appendix 1 to this Annex).

(3) Releases will be directed primarily toward the target audience affected by the recommendation, but will include sufficient coverage of the entire concept to other audiences to eliminate misunderstanding and apprehension.

(4) Reaction to news releases will be closely monitored to assess effectiveness of the public affairs program.

(5) A broad range of media will be used to ensure the widest possible dissemination.

(6) Face-to-face communications will be used to the maximum extent practicable.

(7) Releases will be coordinated through the Office of the Deputy Chief of Staff for Personnel (ODCSPER) to Office of the Chief of Public Affairs (OCPA).

(8) Statements, releases, responses to queries, and articles written about PDOS will emphasize that the aim of the officer professional development system is to provide maximum development of the officer corps to meet the future requirements of the Army.

4. Execution.

a. PDOS Cell.

(1) Prepare draft releases.

(2) Review all news releases prepared by other agencies relating to PDOS recommendations prior to release.

(3) Provide information for coordination thru the Office of Deputy Chief of Staff for Personnel (ODCSPER) to the Chief of Public Affairs upon which to base their public affairs releases and support.

b. Office of the Deputy Chief of Staff for Personnel (ODCSPER).

(1) Review all news releases prepared by other agencies relating to PDOS recommendations prior to publication.

(2) Provide information to the Office of the Chief of Public Affairs, upon which to base public affairs release.

c. Office of the Chief of Public Affairs (OCPA).

(1) Direct the internal and external information program.

(2) Coordinate and arrange for public announcements as appropriate.

(3) Arrange for publication and distribution of pertinent information through established Army command information channels.

(4) Provide public affairs technical and staff advice to the other staff agencies in the implementation of their plan.

5. **Timing.** Release of information will be in accordance with detailed plan at Tabs A and B.

Tab A - Short Range to Public Affairs Plan

SHORT RANGE INFORMATION PLAN
MAJOR MILESTONES FOR DEVELOPMENT AND IMPLEMENTATION

IMPLEMENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA															OBJECTIVE
			CSA WEEKSUM	SOLDIERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRTS (1)	ARMY TIMES	ARMY FOR JOURNAL	MINORITY MEDIA	CDRS CALL	CMD INFO SPOTLIGHT	STARS AND STRIPES	CIV NEWS MEDIA	BRIEFING TEAM	OTHER MI PUBS (2)		
FEB-JUL 85	PDOS REPORT (OVERVIEW)	All Officers			X	X	X	X	X		X	X				X		GENERAL INFORMATION
		Officer Candidates								X				X		X		
		Reserve Officers						X			X					X		
		N.G. Officers						X								X		
		General Public												X		X		
		Senior Army Officers	X		X		X	X	X		X				X			
		Army at Large		X	X	X	X	X			X		X			X		
		JSMA/ROTC Cadets		X				X						X		X		

NOTE: (1) - INCLUDES TV TAPE BY STUDY DIRECTOR

NOTE: (2) - INCLUDES: BRANCH PUBLICATIONS
AUSA PUBLICATIONS
RESERVE COMPONENT PUBLICATIONS
TROOP INFORMATION PACKETS TO SCHOOLS
PDOS FINAL REPORT
QUOTES IN SPEECH FILE SERVICE

SHORT RANGE INFORMATION PLAN
MAJOR MILESTONES FOR DEVELOPMENT AND IMPLEMENTATION

IMPLE-MENT	SUBJECT (continued)	TARGET AUDIENCE	TYPE MEDIA															OBJECTIVE
			CSA WEEKSUM	SOLDIERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRTS	ARMY TIMES	ARM FOR JOURNAL	MINORITY MEDIA	CORS CALL	CMD INFO SPOTLIGHT	STARS AND STRIPES	CIV NEWS MEDIA	BRIEFING TEAM	OTHER MIL PUBS		
FEB-JUL 85	PDOS REPORT (OVERVIEW)	Perspective Cadets												X				GENERAL INFORMATION
		Civilian Aides to Sec Army														X[3]		
		Senior Army NCOs		X	X	X	X	X			X		X			X		

NOTE: 3 - Sec Army Letter

SHORT RANGE INFORMATION PLAN
MAJOR MILESTONES FOR DEVELOPMENT AND IMPLEMENTATION

IMPLEMENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA															OBJECTIVE
			CSA WEEKSUM	SOLDIERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRTS 1	ARMY TIMES	ARMY FORCE JOURNAL	MINORITY MEDIA	CORS CALL	CMD INFO SPOTLIGHT	STARS AND STRIPES	CIV NEWS MEDIA	BRIEFING TEAM	OTHER MIL PUBS 2		
FEB-JUL 85	PDOS RECOMMENDED DEVELOPMENT SYSTEM	All Officers						X			X					X		PROVIDE INFORMATION ON CHANGES TO CURRENT SYSTEM AND IMPACTS
		Officer Candidates														X		
		Reserve Officers						X								X		
		N.G. Officers						X								X		
		Retired Officers						X								X		
		General Public												X				
		Senior Army Officers	X					X	X		X					X		
		Senior Army NCOs		X	X	X	X	X			X		X			X		

NOTE: 1 - INCLUDES TV TAPE BY STUDY DIRECTOR

NOTE: 2 - INCLUDES: BRANCH PUBLICATIONS
AUSA PUBLICATIONS
RESERVE COMPONENT PUBLICATION
TROOP INFORMATION PACKETS TO SCHOOLS
PDOS FINAL REPORT
QUOTES IN SPEECH FILE SERVICE

SHORT RANGE INFORMATION PLAN
MAJOR MILESTONES FOR DEVELOPMENT AND IMPLEMENTATION

IMPLEMENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA															OBJECTIVE
			CSA WEEKSUM	SOLDIERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRTS [1]	ARMY TIMES	ARMY FOR JOURNAL	MINORITY MEDIA	CDRS CALL	CMD INFO SPOTLIGHT	STARS AND STRIPES	CIV NEWS MEDIA	BRIEFING TEAM	OTHER MIL PUBS [2]		
FEB-OCT 85	PDOS POLICY RECOMMENDATIONS APPROVED FOR IMPLEMENTATION	Senior Army Leaders	X		X			X			X				X	X		PROVIDES SPECIFIC INFORMATION TO AUDIENCES INTERESTED IN IMPLEMENTATION AND AFFECTS
		Branch Proponent			X			X			X				X	X		
		Cdrs			X			X			X				X	X		
		Implement Groups			X			X			X				X	X		

NOTE: 1 - INCLUDES TV TAPE BY STUDY DIRECTOR

NOTE: 2 - INCLUDES: BRANCH PUBLICATIONS
AUSA PUBLICATIONS
RESERVE COMPONENT PUBLICATIONS
TROOP INFORMATION PACKETS TO SCHOOLS
PDOS FINAL REPORT
QUOTES IN SPEECH FILE SERVICE

Tab B - Long Range to Public Affairs Plan

1. All Officers
2. Reserve Officers
3. NG Officers
4. Senior Army Officers
5. Army at Large
6. USMA/ROTC Cadets
7. Prospective Cadets

LONG ~~SHORT~~ RANGE INFORMATION PLAN
MAJOR MILESTONES FOR DEVELOPMENT AND IMPLEMENTATION

IMPLEMENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA															OBJECTIVE
			CSA WEEKSUM	SOLDIERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRTS	ARMY TIMES	ARM. FOR. JOURNAL	MINORITY MEDIA	CORS CALL	CMD INFO SPOTLIGHT	STARS AND STRIPES	CIV NEWS MEDIA	BRIEFING TEAM	OTHER MIL PUBS		
	COMMON CORE																	Provides Specific Information to Audiences Interested in Implementation and Affect.
4Q FY90	- Develop/Define Content of Common Core																	
1QFY87	- Inforporate Common Core Curriculum in All Levels of Schooling	1, 4														X		
1QFY90	- Incorporate Common Core Concept in a Professional Development Roadmap	1, 4														X		
	COMMON SHARED OPERATION LANGUAGE																	
2Q FY86	- Doctrine, Standardized Terms and Frames of Reference Developed and Refined by TRADOC																	
4Q FY89	- New Tools will be Developed to Exploit the Use of Latest Technology	5														X		

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LONG RANGE INFORMATION PLAN
MAJOR MILESTONES FOR DEVELOPMENT AND IMPLEMENTATION

IMPLEMENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA															OBJECTIVE
			CSA WEEKEND	SOLDIERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRTS	ARMY TIMES	AFAA FOR JOURNAL	MINORITY MEDIA	CORS CALL	CMD INFO SPOTLIGHT	STARS AND STRIPES	CIV NEWS MEDIA	BRIEFING TEAM	OTHER MIL PUBS		
	DEVELOPMENT PERIOD 2																	
4QFY85	Goal: Officer Attend OAC Upon Promotion to CPT and Prior to Company Command	1, 4, 6		X	X	X	X	X			X	X	X			X		Provide Specific Information to Audiences Interested in Implementation and Affect.
4Q FY87	Evaluate New OAC in Light of OAC Mission and CAS3 Course																	
1Q FY88	Company Level Branch Qualification Occurs Prior to other Assignments																	
4Q FY87	Assign Former Battalion/Brigade Commanders to School Faculty																	

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LONG ~~SHORT~~ RANGE INFORMATION PLAN
MAJOR MILESTONES FOR DEVELOPMENT AND IMPLEMENTATION

IMPLEMENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA: CSA WEEKSUM	SOLDIERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRTS	ARMY TIMES	ARM FOR JOURNAL	MINORITY MEDIA	CDRS CALL	CHO INFO SPOTLIGHT	STARS AND STRIPES	CIV NEWS MEDIA	BRIEFING TEAM	OTHER MIL PUBS	OBJECTIVE
	FUNCTIONAL EDUCATION/ TRAINING																Provides Specific Information to Audiences Interested in Implementation and Affect.
1Q FY86	Company Level Branch Qualification will Precede Functional Area Development																
4Q FY88	Develop or Revise Courses to Support all Areas of Concentration and Functional Areas																
	DEVELOPMENT PERIOD 3																
2QFY85	All Active Component Officers will Complete a Resident or Non-Resident Command and Staff Level Course	1,4,6,7	X	X	X	X	X	X			X	X	X		X	X	
3Q FY85	A Small Number of Mel 4 Graduates will be provided Opportunities for an Advanced Military Studies Program (AMSP)																

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LONG RANGE INFORMATION PLAN
MAJOR MILESTONES FOR DEVELOPMENT AND IMPLEMENTATION

IMPLEMENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA																OBJECTIVE
			CSA WEEKEND	SOLDIERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRTS	ARMY TIMES	ARMY FOR JOURNAL	MINORITY MEDIA	CORS CALL	CMD INFO SPOTLIGHT	STARS AND STRIPES	CIV NEWS MEDIA	BRIEFING TEAM	OTHER MIL PUBS	
2Q FY86	Publish an Army Regulation which will Define Pre-Command Course Policies, Purposes and Responsibilities DEVELOPMENTAL PERIOD 4																		Provides Specific Information to Audiences Interested in Implementation and Affect.
2Q FY89	All Active Component (OPMD) LTC(P) And COLS Will Receive Opportunity to Attain MEL 1 Level Education	1,4,6	X		X	X		X			X	X	X		X	X			
4Q FY88	All Officers Awarded MEL 1 will Complete Two Courses: "Warfighting (Echelons Above Corps)" and "How the Army Runs"																		
	The AWC Remain a FOA ~~of ODCSOPS. Develop~~																		
3Q FY86	a Formal Curriculum Coordination Procedure Between TRADOC and AWC																		

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LONG ~~SHORT~~ RANGE INFORMATION PLAN
MAJOR MILESTONES FOR DEVELOPMENT AND IMPLEMENTATION

IMPLEMENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA															OBJECTIVE
			CSA WEEKSUM	SOLDIERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRTS	ARMY TIMES	ARMY FOR JOURNAL	MINORITY MEDIA	CORS CALL	CMD INFO SPOTLIGHT	STARS AND STRIPES	CIV NEWS MEDIA	BRIEFING TEAM	OTHER MAJ PUBS		
1Q FY87	DEVELOP A Pre-Command Course Tailored to the Needs of RC05 and 06 Commanders																	Provides Specific Information to Audiences Interested in Implementation and Affect.
2Q FY86	Publish an Army Regulation which will define Pre-Command Course Policies, Purposes and Responsibilities																	
	DEVELOP PERIOD 5																	
3QFY86	Transform BG Orientation into a Formal Transition Program	4	X		X											X		
3Q FY86	Expand Interassignment Developmental and Orientational Programs																	
3Q FY88	Consolidate Responsibility for GO development and Assessment Programs Under One Executive Development Organization																	

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LONG [redacted] RANGE INFORMATION PLAN
MAJOR MILESTONES FOR DEVELOPMENT AND IMPLEMENTATION

IMPLE-MENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA															OBJECTIVE
			CSA WEEKSUM	SOLDIERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRTS	ARMY TIMES	ARM FOR JOURNAL	MINORITY MEDIA	CDRS CALL	CMD INFO SPOTLIGHT	STARS AND STRIPES	C/ NEWS MEDIA	BRIEFING TEAM	OTHER MIL PUBS		
	DEVELOPMENT PERIOD 6																	
1Q FY86	Senior General Officers will be Provided Opportunities for Executive Development and Individualized Assignment Preparation																	Provides Specific Information to Audiences Interested in Implementation and Affect.
	MENTOR																	
2QFY87	TRADOC Commander Review Service School Authorizations for Experience Level Appropriate for a "Mentoring" Faculty	1,4,6			X			X								X		
3QFY85	Modify Staffing Guides to Support this School-house Strategy Concept	1														X		
4QFY85	Doctrinal Emphasis on Leader's Role in Development of Sub-ordinates	1,2,3,4,6																

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LONG RANGE INFORMATION PLAN
MAJOR MILESTONES FOR DEVELOPMENT AND IMPLEMENTATION

IMPLE-MENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA															OBJECTIVE
			CSA WEEKSUM	SOLDIERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRTS	ARMY TIMES	ARM FOR JOURNAL	MINORITY MEDIA	CORS CALL	CAO INFO SPOTLIGHT	STARS AND STRIPES	CIV NEWS MEDIA	BRIEFING TEAM	OTHER MIL PUBS		
	WARRIOR SPIRIT																	
4QFY87	Develop an Understanding of the Warrior Spirit Concept Early in Each Officer's Professional Development and Reinforce it Throughout his Career	1,2,3,4,5 6,7		X	X	X	X	X	X		X	X	X	X	X	X		Provides Specific Information to Audiences Interested in Implementation and Affect.
	ART AND SCIENCE OR WAR																	
2QFY86	There will be a Common Core Component to Provide Officers the Roadmap to Progressively Master the Art and Science of War	1,2,3,4,5 6,7			X						X					X		
	DECISION MAKING																	
4Q FY85	ODCSPER Design Phased Plan to Assist in Developing/Using Professional Executive	1,2,3,4			X						y					X		
	Ability in the Army																	

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LONG RANGE INFORMATION PLAN
MAJOR MILESTONES FOR DEVELOPMENT AND IMPLEMENTATION

IMPLEMENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA															OBJECTIVE
			CSA MESSAGE	SOLDIERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRTS	ARMY TIMES	ARM FOR JOURNAL	MINORITY MEDIA	CDRS CALL	CMD INFO SPOTLIGHT	STARS AND STRIPES	CIV NEWS MEDIA	BRIEFING TEAM	OTHER MIL PUBS		
4QFY85	Develop/Teach/Export Applied Team Building Skills SELF DEVELOPMENT	1,2,3,4, 6,7														X		Provides Specific Information to Audiences Interested in Implementation and Affect.
4QFY87 1QFY88	Develop and Publish PD Periodical	1,2,3,4,5	X		X	X		X			X	X				X		
3QFY87	Develop and Publish a PD Roadmap which Outlines the PD System	1,2,3,4,5 6,7	X		X	X		X			X					X		
	Develop and Publish PD Notebook	1,2,3,4,6									X	X						
2QFY87 4QFY88	Continue to Test, Validate and Field MQS I, II and III	1,2,3,4,5			X	X	X	X			X	X	X	X	X	X		

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LONG ~~RANGE~~ RANGE INFORMATION PLAN
MAJOR MILESTONES FOR DEVELOPMENT AND IMPLEMENTATION

IMPLEMENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA															OBJECTIVE
			CSA WEEKSUM	SOLDIERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRTS	ARMY TIMES	ARMY FORCE JOURNAL	MINORITY MEDIA	CDRS CALL	CMD INFO SPOTLIGHT	STARS AND STRIPES	CIV NEWS MEDIA	BRIEFING TEAM	OTHER MIL PUBS		
2QFY87 4QFY88	Expand MQS to Field Grades (MQS IV for 0-4's and MQS V for 0-5's)	1,2,3,4,5,7		X	X	X	X	X			X	X	X	X	X	X		Provides Specific Information to Audiences Interested in Implementation and Affect.
3Q FY87	Develop, Validate and Implement an Individual Assessment Program for all Officers, Cadets and Candidates	1,2,3,4,5,6,7			X	X	X	X			X	X				X		
1Q FY89	Develop, Validate and Implement an Individual Knowledge and Skills Evaluation Program	1,2,3,4,5,6,7			X	X	X	X			X	X				X		
	ED/TRAINING METHODS																	
4Q FY85	TRADOC Accelerate Development of Computer Communication Based Instruction (CCBI) Technologies	1,2,3,4,5						X			X	X	X	X	X	X		

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LONG ~~RANGE~~ RANGE INFORMATION PLAN
MAJOR MILESTONES FOR DEVELOPMENT AND IMPLEMENTATION

IMPLEMENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA																OBJECTIVE
			USA WEEKSUM	SOLDIERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRTS	ARMY TIMES	ARMY FOR JOURNAL	MINORITY MEDIA	CORS CALL	CMD INFO SPOTLIGHT	STARS AND STRIPES	CIV NEWS MEDIA	BRIEFING TEAM	OTHER MIL PUBS	
4Q FY87	Determine the Average Amount of Time that the Typical RC Officer can be Expected to Devote to Professional Development																		Provides Specific Information to Audiences Interested in Implementation and Affect.
1Q FY86	Develop and Implement a New Army Correspondence "Staff Development Course"																		
1Q FY87	Update/Implement the RC 05/06 Pre-Command Course (RETO) That was Pilot Tested in 1983	1,2,4			X												X		
	Evaluate Feasibility of Providing Appropriate Compensation for RC Officers who Pursue Professional Development Through Programs of Non-Resident Instruction	1,2,4			X												X		

1. All Officers
2. Reserve Officers
3. NG Officers
4. Senior Army Officers
5. Army at Large
6. USMA/ROTC Cadets
7. Prospective Cadets

LONG ~~SHORT~~ RANGE INFORMATION PLAN
MAJOR MILESTONES FOR DEVELOPMENT AND IMPLEMENTATION

IMPLEMENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA: CSA WEEKSUM	SOLDIERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRTS	ARMY TIMES	ARMY FOR JOURNAL	MINORITY MEDIA	CORS CALL	CMD INFO SPOTLIGHT	STARS AND STRIPES	CIV NEWS MEDIA	BRIEFING TEAM	OTHER MIL PUBS	OBJECTIVE
	CONTROL AND COHERENCE																
3Q FY85	Add Fourth Objective to Leadership Goal (ODCSPER) "Professional Development: The Preparation of Officers and Non-Commissioned Officers to Effectively Lead the Army and Efficiently Manage its Resources."																Provides Specific Information to Audiences Interested in Implementation and Affect.
2Q FY85	ODCSOPS Create PDOS Cell to Coordinate Approved PDOS Education/Training Policies	1,4	X		X	X		X								X	
2Q FY85	ODCSPER Overwatch Professional Development Under the Leadership Goal																

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